

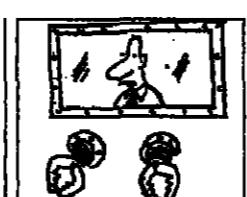
# FINANCIAL TIMES

World Business Newspaper <http://www.FT.com>

MONDAY JUNE 8 1998



Indonesian gloom  
Frenetic activity  
but few solutions  
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Lucy Kellaway  
Lessons in  
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Ferrari revs up  
Polishing the image  
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Today's Survey  
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not left behind  
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World Cup

Daily coverage begins in  
Wednesday's FT and on  
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## WORLD NEWS

### US and Europeans consult on military action as Kosovo crisis worsens

International military action in Kosovo appeared more likely as the European Union prepared further measures against Belgrade, and ethnic Albanians called for general mobilisation. Tony Blair, the UK prime minister, discussed the crisis on the telephone with Presidents Bill Clinton and Boris Yeltsin. Page 2

Swiss veto genetic engineering ban  
Switzerland's role as Europe's leading centre of biomedical research was boosted when Swiss voters rejected by a margin of 2-1 a proposal to ban most types of genetic engineering. Page 18

Pakistan bomb kills 23  
At least 23 people were killed and 32 injured when a bomb, blamed by Pakistan on Indian intelligence, hit a Karachi-Peshawar train. Picture, Page 6; Pakistan turns to Middle East, Page 6

Guinea Bissau coup foiled  
Guinea Bissau's government said it put down a military revolt in the capital, although rebels were reported in control of a residential complex, including a hotel where foreigners were staying. Page 6

UK turned down 'mad cow' grant  
A UK inquiry was told the government turned down grant applications for "vital" research work on "mad-cow" disease in 1991 from the world's leading authority on BSE. Page 8

Foreigners flee Eritrea  
Hundreds of foreigners scrambled to escape Eritrea's capital Asmara after a weekend of air raids and artillery bombardment in the border dispute with Ethiopia. Page 4

Rabbi seeks Auschwitz change  
Poland's chief rabbi Menachem Pruzanski called for the former Nazi death camp Auschwitz-Birkenau to be turned into an extraterritorial zone outside Polish control.

New initiative on Europe's land use  
Britain will press its EU partners today to agree proposals to co-ordinate their planning policies by arguing that the way each uses land and controls development affects the others. Page 3

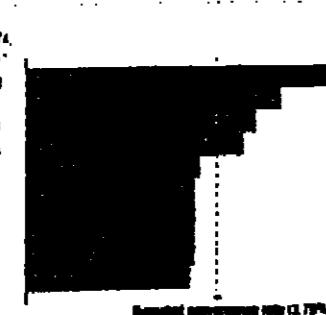
Warleg on microchip price-fixing  
A UK economist says collusion among microchip manufacturers to charge higher prices in Europe than in the US and Asia is putting the development of Europe's information technology industries at risk. Page 3

Germans check high-speed trains  
The German federal railway ordered ultrasound tests on its first generation high-speed trains as suspicion hardened that a broken wheel caused the nation's worst post-war rail crash. Page 18

Tehran mayor challenges court  
At his trial on bribery and embezzlement charges, Tehran mayor Gholamhosseini Karbaschi, an ally of moderate president Mohammad Khatami, challenged the competence of the court. Page 6

Schumacher wins Grand Prix  
Germany's Michael Schumacher won the Canadian Formula One Grand Prix. Giancarlo Fisichella was second ahead of Eddie Irvine of the UK. Page 27

## EURO INTEREST RATE CONVERGENCE



This chart shows the official interest rates of the 11 countries that will participate in Europe's monetary union. The rates are derived from the European Monetary Institute's initial convergence criteria. The rates are as follows:

Country	Interest Rate (%)
France	1.75
Germany	1.75
Italy	1.75
Spain	1.75
Portugal	1.75
Greece	1.75
Ireland	1.75
Malta	1.75
Austria	1.75
Slovenia	1.75
Slovakia	1.75

Euro prices, Page 27

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## Russia favours crisis aid

Nemtsov says international help would speed recovery on eve of Yeltsin's Bonn visit

By Chrystia Freeland in Moscow

The Russian government said on the eve of president Boris Yeltsin's visit today to Bonn that international financial aid would speed recovery from the crisis that has gripped the country's markets.

Russia's financial turmoil will top the agenda in Mr Yeltsin's talks with chancellor Helmut Kohl. There is speculation that Germany and the US could lead an international aid effort - perhaps through the International Monetary Fund - for Moscow.

Deputy finance ministers of the Group of Seven leading industrial nations are also expected to address Russia's economic troubles when they gather in Paris on

Wednesday for a two-day meeting.

Boris Nemtsov, Russia's reformist deputy prime minister, who is one of Mr Yeltsin's favourites and the most senior reformer in the cabinet, said an international rescue package would speed the recovery of Russia's jittery economy.

However, he added that even without outside support the government would overcome the crisis.

His comments follow one of the most serious financial crises suffered by Russia's young market economy, as fears grew that the rouble might devalue and interest rates climbed briefly to 150 per cent.

"With regard to the rendering

of aid, for us it would be a real support, a help," Mr Nemtsov said in an interview. "Various forms of support are possible, ranging from moral, as [US President Bill] Clinton gave, to financial. All forms of support will positively influence the situation."

"Independent of what decision is taken by those [international financial] institutions, Russia will do everything in order to stabilise the situation, and it has done it already, without any help," he said.

Russia is also hoping to fill its coffers through privatisations, the most prominent of which is the sale next month of Rosneft, the largest Russian oil company still to be sold off.

Mr Nemtsov said western com-

panies might bid for Rosneft independently, without a Russian partner. That would be an important precedent for a privatisation process tarnished by deals between the state and Russian insiders.

"I have signals that western companies, without Russian partners, are ready to participate," Mr Nemtsov said. "This is crucial. He would be pleased."

He added that he hoped the Rosneft sale would convince outsiders the Russian government was committed to transparent and even-handed privatisations.

The attempt to sell Rosneft last month failed when bidders balked at the \$3.1bn starting price. Last week, the government lowered the price to \$1.6bn.

## TI may sell memory chip operations to Micron

By Louise Kuo in San Francisco and William Lewis in New York

Texas Instruments, a leading US semiconductor manufacturer, is understood to be in talks to sell its memory chip manufacturing operations to Micron Technology, another US chipmaker.

The sale would make Micron of Idaho the largest US producer of Dynamic Random Access Memory (DRAM) chips, the basic memory devices used in all types of computers.

However, the terms under discussion could not be established yesterday and people familiar with the deal cautioned that any deal could be some weeks off.

TI has DRAM manufacturing operations in the US, Italy and Japan. These include joint ventures with other chipmakers and wholly owned facilities. Analysts estimate annual revenues from these operations last year at about \$350m.

The company has been scaling back its involvement in the DRAM market over the past few years in favour of more profitable digital signal processor lines.

In March it sold its 33 per cent stake in a DRAM joint venture with Acer of Taiwan to Acer.

DRAM prices have plunged by some 80 per cent over the past year as supply outstripped demand. Prices for 16-megabit DRAMs have fallen from about \$1.30, according to industry analysts.

There was no chance to fight a fair contest. The Belgians wanted a Belgian solution. We came to the conclusion that we could better put our money and our energy elsewhere," he said.

But a member of Fortis's team insisted the battle had been fair. "Fortis's is the best offer on the table for shareholders and this is the best strategic project, as determined by the board."

A Fortis-Générale merger will create a bank capitalised at about \$35bn, among Europe's top 15 banks and insurance companies. A tie-up with ABN Amro would have created a bank capitalised at about \$47bn, among Europe's top three.

Générale directors voted 18-7, with one abstention, to rule the ABN Amro bid hostile, and 17-9 for the poison pill, during a difficult 14-hour meeting.

Lex, Page 18

## ABN Amro loses Générale battle

By Neil Buckley in Brussels and Gordon Crook in Amsterdam

ABN Amro, the Dutch bank, was forced to withdraw from the multi-billion dollar bidding war for Belgium's biggest bank, Générale de Banque, after a dramatic all-night boardroom battle rare in Belgian history.

In tactics more usually associated with US bids, Générale ruled the ABN Amro bid hostile and activated a "poison pill" defence after rival bidder Fortis raised its offer.

The surprisingly swift end to Europe's biggest banking takeover battle came after the Belgo-Dutch financial services group increased its offer 16 per cent to BEF228.776 (\$781) per share - valuing Générale at about \$15bn - on Friday night. That topped ABN Amro's 10-day-old bid, of BEF27.093 per share, worth \$12.2bn, by 6 per cent.

At the all-night emergency meeting, Générale's board increased the bank's share capital by 10 per cent and sold the shares to Fortis.

That took the stake held by Fortis - which was already pledged a third of the bank's capital by three main shareholders before ABN Amro's surprise bid - to 41 per cent.

The Générale board's robust tactics caused Jan Kalff, ABN Amro chairman, to telephone Hans Bartels, Utrecht-based co-

chairman of Fortis on Saturday afternoon to say ABN Amro would not pursue its offer.

ABN Amro insisted its bid was not hostile, and had the support of Générale's senior management, and that unfriendly takeovers were not its policy. It described as "flimsy" arguments put forward by the Générale board.

Mr Kalff also criticised the Belgian financial regulator for slowness in clarifying the "rules of the game".

"There was no chance to fight a fair contest. The Belgians wanted a Belgian solution. We came to the conclusion that we could better put our money and our energy elsewhere," he said.

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Lex, Page 18

## World Cup insurance set to be securitised

By Christopher Adams,  
Insurance Correspondent

Fifa, soccer's world governing body, is to tap global financial markets to cover itself against the risk of a future World Cup being cancelled. In what is thought to be the biggest insurance deal of its type, Fifa has sought coverage totalling \$Pf 4.5bn (\$8bn) for the next two competitions in 2002 and 2006.

The escalating cost of television rights and advertising space has inflated Fifa's financial exposure. The organisation will need coverage against cancellation because of earthquake or political instability as the next World Cup is being hosted jointly by Japan and South Korea.

The sum insured is so large the sports insurance market will not be able to cover all of it. Much of the risk, therefore, may have to be placed in the capital markets.

Albingia, the insurance subsidiary of Guardian Royal Exchange based in Germany, will arrange the cover for Fifa. Juergen Goerling, assistant general manager, said Albingia had begun talking to leading investment banks in the US and Switzerland hoping to securitise up to \$Pf 1.6bn of the risk. If successful, the transaction would be the largest to date that transfers insurance risk to equity and bond markets.

"We'll have to go to the financial markets. We have no other choice," he said. Securitisation is

likely to involve the insurer issuing "catastrophe bonds", one of the capital markets' newest products. Insurers retain the right to withhold interest payments if a given catastrophe occurs. Otherwise investors receive returns slightly higher than those available from blue-chip corporate bonds.

Albingia, which has insured the World Cup competition since 1974, will seek co-insurers and reinsurance coverage.

The sum insured for this year's competition is about \$Pf 1.6bn. This includes lost income from ticket sales, marketing and television rights if matches are cancelled. Fifa has purchased protection against disruption to broadcasts and other liabilities.

Although the 2.5m spectators probably do not know it, purchase of a ticket provides them with personal accident and legal expenses insurance.

Should they be injured, they can claim up to \$Pf 100,000 each. Redress against an attack by hooligans will be available free of charge through the law courts.

Delegates for Fifa's 51st Congress met yesterday in Paris to elect a new president. Today's vote between candidates Lennart Johansson, president of European regional body Uefa, and Joseph "Sepp" Blatter, Fifa's general secretary, is likely to be close.

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مكتبة من الأصل

# WORLD NEWS

EUROPE

BALKAN CONFLICT BLAIR TALKS TO CLINTON AND YELTSIN

## West takes steps to douse Kosovo flames

By David Suchet in London  
and Peter Norman in Bonn

The prospect of international military action in Kosovo moved nearer yesterday as Britain and the European Union prepared further diplomatic and economic measures against Belgrade and as ethnic Albanians called for general mobilisation against the Serb crackdown.

Tony Blair, the UK prime minister, discussed the growing south Balkan crisis on the telephone with Presidents Bill Clinton and Boris Yeltsin, having told his cabinet late last week that Nato now had to be ready to use force in Kosovo, as well as to deploy troops around it.

The UK is circulating a draft resolution among members of the United Nations Security Council which would authorise "all necessary measures" under Chapter Seven of the UN charter which allows international intervention to meet a threat

to peace. But a UK official cautioned that at this stage all options were open, and that Nato might limit its action to preventing the rapidly escalating Kosovo conflict from spreading to neighbouring Albania and Macedonia.

As current president of the EU, Mr Blair said over the weekend he had consulted his EU partners and been "struck by the level of agreement in favour of a tough line". This will be reflected at today's meeting in Luxembourg of EU foreign ministers, who are due to authorise an investment ban on Yugoslavia, of which Serbia and Kosovo are part.

For the first time, the EU is moving ahead of the six-nation Contact Group, which comprises the US, Russia, Britain, France, Germany and Italy and which up to now has taken the diplomatic lead on Kosovo. But the US now appears chastened by the collapse of the

Kosovo peace talks that it sponsored and ready to let the EU take the initiative, while Russia has traditionally sympathised with the Serbs.

Any UN Security Council resolution will need Russian acquiescence, and this is likely to be a prime focus of talks that Yevgeny Primakov, the Russian foreign minister, is to hold in Bonn with Klaus Kinkel in Bonn tomorrow and on Friday in London with other members of the Contact Group.

Yesterday Mr Kinkel made clear the line he will press on Mr Primakov on. He called for a broad international freeze on investment in Yugoslavia and on its assets abroad, and for the acceleration of Nato studies into deploying troops around Nato's borders. Mr Kinkel said Germany was receiving around 2,000 Kosovo refugees a month in addition to the 140,000 already there.

Robin Cook, the UK foreign secretary, yesterday gave new estimates of the scale of the fighting, which he said had made 50,000 people homeless in the past week and brought the death toll since March to 200-300.



A refugee family from Kosovo crosses into Albania

He said that President Slobodan Milosevic had "over the past week crossed a threshold", and warned that the international community would respond appropriately.

## Russia's reformers riding the financial storms

Boris Nemtsov sounds an optimistic note in an interview with Chrystia Freeland and John Thornhill

Russians may not yet have the knack of ordinary bourgeois life, but they seem to thrive in crisis. Boris Nemtsov, the deputy prime minister and the country's most popular market reformer, is no exception.

Over the past few weeks, his youthful cabinet has ridden a financial roller-coaster with interest rates briefly soaring to 150 per cent and share prices diving by nearly 40 per cent. Yet, in his weekend uniform of jeans and short sleeves, chewing gum and smoking cigarettes together, Mr Nemtsov seems positively ebullient.

"We have shown the whole world that it is possible to battle a crisis," Mr Nemtsov grimmed in an interview with the FT.

After a few fanstastic days when the rouble and Russia's hard-won financial stabilisation seemed in jeopardy, the worst of the turmoil seemed to subside last week with share prices rebounding and the central bank relaxing interest rates to 60 per cent.

But Mr Nemtsov, who won national prominence as the reformist governor of Nizhny Novgorod, does not pretend the crisis is over.

"If there had been no crisis, then people would begin to feel an improvement in their lives this year, but because of the crisis, to speak of some radical improvement in life, in employment, an increase in real wages, is very difficult."

Paradoxically, this worsening of Russia's short-term economic prospects seems to have whetted the government's reformist appetite. Mr Nemtsov, whose portfolio includes the energy sector, warns that in its stepped-up effort to cure the nation's ailing public finances, the cabinet will be relentless in collecting taxes. One top target will be the oil industry,

and Mr Nemtsov has no complaints that the low world prices for their exports have left them with no money for the Kremlin.

"No one wants to share their money, even oil men."

Mr Nemtsov explains. "But they will. You should see how they arrive at the White House [the seat of Russian government], those impoverished oil men, in their armoured cars and with so many bodyguards. So don't worry about them. They are

italism", says that times have changed. With the arrival of the new cabinet, led by Sergei Kiriyenko, a Nemtsov protégé from Nizhny Novgorod, Mr Nemtsov insists that the old, corrupt ties have been severed.

"Psychologically, there has been a change. Many in the government have come to consider it dishonourable to take any decision in favour of a particular [economic] clan... I connect this with the appearance of the new government."

Mr Nemtsov gives much of the credit for this invigorated performance to Mr Kiriyenko. "I think that he conducted himself brilliantly during the crisis. I think that he is a very focused and responsible man... He has not made one serious mistake," Mr Kiriyenko, he says, is a hands-on manager, with a flair for working with the old Soviet machine, and a leader whose energy has forced the whole government to work harder.

No matter how hard the ministers work, though, their biggest challenge is to maintain the support of Russia's sometimes fickle president. For now, Mr Nemtsov is confident that the team, and its austerity plan, have President Boris Yeltsin's full backing. Mr Yeltsin, he says, understands the country's economic woes and is "ready for battle".

The future, which some observers believe may include the anointing of Mr Nemtsov as the president's chosen successor, is less clear. The current administration, Mr Nemtsov agrees, could be called a "kamikaze government". Yet he hopes that if it rides out the next few stormy months, it will run Russia until the presidential showdown in two years' time: "If we survive the autumn, then we will last until 2000."

## NEWS DIGEST

### AIR FRANCE STRIKE

### Jospin backs airline management's stance

Lionel Jospin, the French prime minister, has offered to help break the deadlock in the seven-day-old strike by Air France which has forced the state-controlled airline to ground two-thirds of its fleet, with accumulated losses of more than FF700m (\$117m).

Mr Jospin's offer came after an all-night negotiating session between the management and pilots failed early on Saturday to find a formula to end the stoppage, provoked by proposals to cut pilots' pay by 15 per cent in return for shares in Air France. Earlier, Mr Jospin met Jean-Cyril Spinetta, the head of Air France, giving a clear signal that the government backed the management. This was an important gesture from a leftwing government which has a big electoral constituency among the unions.

Although the government is anxious to see the strike resolved quickly to prevent disruptions during the soccer World Cup, which opens on Wednesday, Mr Jospin made it clear any agreement must respect the broad guidelines of Air France's plans to cut costs. Last night no new negotiating session had been arranged despite informal contacts throughout the day. Robert Graham, Paris

## Euro pressures help spur French savings reforms

By Andrew Jack in Paris

The French government is to allow banks freely to determine interest rates payable on a range of taxable savings accounts, in a significant step towards the deregulation of the financial services sector imposed by creation of the single European currency, the euro.

It is also to cut the interest rates on a number of tax-free savings products, and establish an advisory committee which will play an important role in determining the level of the rates paid to depositors in the future.

The action comes as the authorities have been coming under pressure to reduce interest rates on products that distort competition and create a heavy financing burden on the state.

The French government still directly controls the interest rates on savings schemes which contain nearly FF3,000bn (\$500bn) in deposits and which often pay significantly above market rates.

Bankers argued yesterday that the new European Central Bank would have forced the government to deregulate the system if it had not taken the initiative on its own, and that the creation of the euro would otherwise have put an unbearable pressure on the system by allowing other Europeans to open tax-free accounts supported by the French state.

Interest rates payable on the Livret A, Livret Bleu and Codelivret tax-free schemes - which currently hold over FF1,000bn in deposits - will from June 15 be cut from 3.5 per cent to 3 per cent, and on the PEL scheme from 4.35 per cent to 4 per cent.

An estimated 45m French households have accounts making the reduction in rates particularly sensitive; it has been reduced just twice in the last 12 years, each time triggering a considerable political backlash.

The decision to bring rates more in line with the market is also a competitive blow to the Post Office, Credit Mutuel and the Caisse d'Epargne savings network, which have until now had the exclusive right to distribute some of these products.

However, the government has packaged the decision as a way to reduce the cost of financing low-income housing - the purpose for which the Livret A was created - and used Jean-Claude Gaysot, the Communist transport and housing minister, to announce the measure.

The rates on a series of taxable savings products - which currently hold over FF3,000bn and are paying the government-determined rate of 3.5 per cent - will in future be left to the discretion of the banks.

Banks will also in future be free to set the interest rate payable on the Livret Jeune savings scheme - currently standing at 4.75 per cent - as long as the rate remains above the level of the Livret A.

The committee to be established to advise on future rates for the tax-free schemes is likely to include representatives of low-income housing operators, savers, consumers and small businesses.

### GERMAN POLITICS

### Greens change course

Germany's environmental Green party yesterday backed an election manifesto that omitted unpopular policies, such as a pledge to triple the price of petrol to DM5 (\$2.80) per litre in 10 years, in the hope of winning back lost support.

Joschka Fischer, the pragmatic leader of the Greens in parliament, told a special conference that the party lost the trust of the electorate at its March congress in Magdeburg when it voted for increased petrol prices and against the presence of German troops in Bosnia. After seeing their opinion poll ratings tumble from about 11 per cent to 8 per cent, the Greens focused yesterday on the agenda for the next four years, in which they hope to be the junior partner in a coalition with the opposition Social Democrats.

While still calling for higher energy taxes, the Greens stressed the revenues should be used to cut unemployment by lowering non-wage labour costs. They also authorised Green MPs to back a continued military presence in Bosnia.

Peter Norman, Bonn

### POLISH REFORMS

### Premier calms dissenters

Poland's government narrowly avoided the collapse of its local government reform by winning a face-saving vote in the Sejm, parliament's lower chamber, for a cut in the present 49 provinces to 12 provinces. But Jerzy Buzek, the prime minister, only obtained backing by promising that the government would include an additional three provinces when draft legislation came to be considered by the Senate.

The government climb-down followed strong feeling in several regions such as Opole in the south and Szczecin in the north-east, which have been fighting to preserve their status as separate units.

Most important, the fight against the changes revealed the existence of strong opposition on the nationalist right-wing of the Solidarity Sectoral Action (AWS), the senior coalition partner, to Marian Krzaklewski, the Solidarity trade union centre-right alliance's leader.

The AWS is supported in parliament by the 60 strong pro-business Freedom Union and the two parties currently enjoy a

## KOSOVO FLASHPOINT SEPARATIST REBELS URGE MOBILISATION AND FOREIGN INTERVENTION

## Serb offensive turns villages to rubble

By Guy Dimore in Belgrade

The peace process initiated by US envoy Richard Holbrooke in Serbia's war-torn province of Kosovo has collapsed and can be rescued only by direct foreign involvement, a member of the Kosovo Albanian negotiating team said yesterday.

Veton Surroi, editor of the Albanian-language newspaper Koha Ditorë, described Mr Holbrooke's initiative as "basically finished" following the latest offensive by Serbian forces against separatist rebels of the Kosovo Liberation Army (KLA).

About 50,000 ethnic Albanians have been uprooted by

the operation, which has reduced villages to burning piles of rubble along Serbia's border with Albania. The Kosovo Albanians side says 40 ethnic Albanians are confirmed dead but 200 are missing. Mr Surroi said he feared they had been executed.

Mr Holbrooke, who negotiated the end of the Bosnian war in 1995, brokered a first meeting on May 15 between Slobodan Milosevic, Yugoslav president, and Ibrahim Rugova, pro-independence leader of the main Kosovo Albanian party. In return, the US and its western allies lifted an investment ban on Serbia, the dominant republic in Yugoslavia.

But negotiating teams have met only once since then. The Kosovo Albanians cancelled a second round last week in response to the Serbian offensive.

Mr Surroi said for the peace process to be revived there had to be direct foreign mediation, a tough response by western governments to what he called "war crimes" and the return of refugees to their homes. Mr Milosevic has ruled out international mediation.

Some diplomats believe the crisis has gone beyond the point of no return and that only direct Nato intervention can halt the fighting.

The conflict is widening

each week. The UN refugee agency has registered some 11,000 refugees who fled to Albania. The official Serbian newspaper, Politika, yesterday said Yugoslav troops had clashed with ethnic Albanian "terrorists" on the border with Macedonia, killing two rebels.

About 350 US soldiers are based in Macedonia, some along the border with Kosovo, as part of a UN monitoring mission established during the break-up of former Yugoslavia. Macedonia has a large ethnic Albanian minority that demands greater autonomy or outright independence.

Despite the loss of several villages in south-west Kosovo, the KLA is growing in numbers and confidence and still controls large areas. Serbian police say privately they have been taken aback by the extent of KLA resistance to the operation, which involves armour, artillery and helicopters. Independent Serbian media reported that over 300 policemen had refused to go to Kosova.

Mr Surroi's newspaper published a call to arms by the KLA. The militants said it was the duty, "now or never", for men aged from 18 to 65 to take up a gun and resist the Serbian offensive in south-west Kosovo.

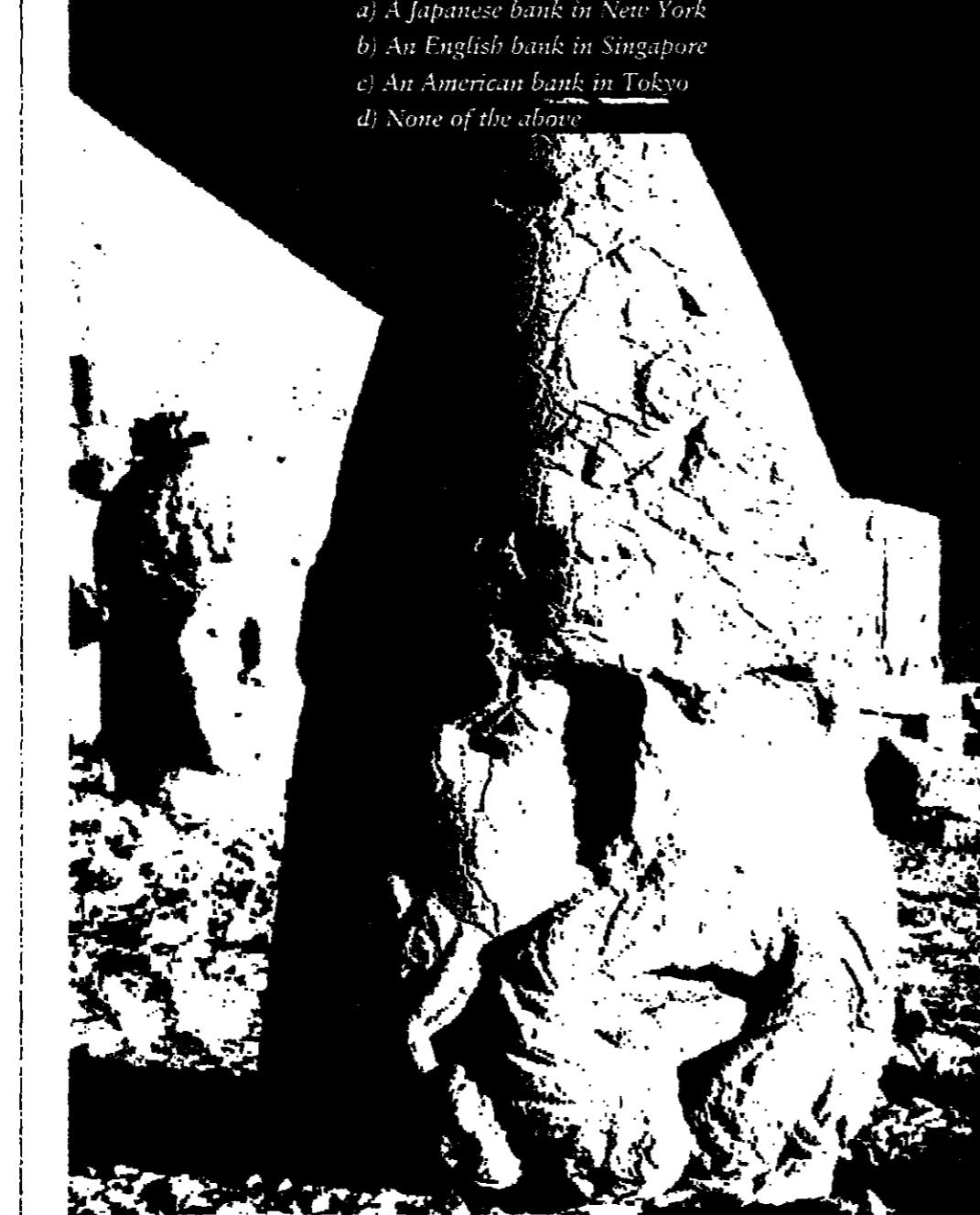
## Who did the first multi-currency check receivable securitization deal in the world?

a) A Japanese bank in New York

b) An English bank in Singapore

c) An American bank in Tokyo

d) None of the above



The right choice is "d": which should read "a global bank in Turkey". The bank which issued the first 144A Eurobond, the first IFC B Type Securitized Loan application and the first US Commercial Paper from Turkey. Garanti Bank in short. Wouldn't you invest in a bank where all the benchmark transactions come from?

For more information on Garanti contact Mr Ergen Uyan, Executive Vice President, Garanti Bank, Istanbul, Turkey. Tel/Fax +90 212 511 40 40. Email: <http://www.garanti.com.tr>

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## EUROPE

REGIONAL POLICY MEETING MINISTERS TO BE TOLD OF EU BUDGET REFORM AND PLANNING POLICY PROBLEMS

## Aid rows 'threat to enlargement'

By Lionel Barber in Brussels and Brian Groom in London

European Union enlargement to include central and eastern Europe risks being delayed unless member states stop stalling on reforms to the regional aid budget. Monika Wulf-Mathies, EU regional affairs commissioner, will warn this week.

Mrs Wulf-Mathies will tell EU regional policy ministers, meeting in Glasgow today and tomorrow, that it is time to abandon the pretence that enlargement can go ahead while maintaining the status quo.

Britain, which holds the EU presidency, is fighting what it sees as an unfair cut in its share of aid after 1999. The "disaster scenario", whereby the UK could have lost most of the £1.5bn (£2.5bn) a year it receives, receded in March when the Commission proposed a safety net for member states, but it could still lose several hundred million pounds.

Mrs Wulf-Mathies - who accuses member states of pursuing "vested interests" - is pressing for a reduction in the levels of population eligible for regional aid, and binding contracts with member states to stop waste and inefficiency in the disbursement of funds.

The regional aid budget is the second biggest spending item after the Common Agric-

cultural Policy, and the proposed reforms are causing tensions between north and south as well as among rural and urban regions which could lose out.

The Commission wants to agree verifiable targets for the absorption of funds, fulfilment of contracts, and creation of jobs in run-down industrial areas receiving money from Brussels.

But member states are reluctant to give the Commission more discretion even though there is broad agreement on the need for more efficient use of funds, which are used for building roads and bridges as well as training and other projects.

Mrs Wulf-Mathies wants the UK presidency to press for agreement on an administrative shake-up of the regional aid budget at next week's EU summit in Cardiff. This would be a necessary prelude for more difficult negotiations on the share-out of funds.

Without progress, the Commission is worried that the chances of a wider deal on the EU budget between 2000 and 2006 will slip beyond the informal deadline of next spring, ahead of European Parliament elections in June.

A senior EU diplomat said the regional aid reforms were already being held hostage to Germany's elections in September. The last opportunity for a deal would

be a special summit under the German presidency next March, but failure would mean "a lost year" in preparations for enlargement.

Margaret Beckett, the UK trade and industry secretary, who will chair tomorrow's session, hopes to make progress on administrative reforms, but Britain still wants changes in the way aid is shared out.

It wants Objective 2, covering industrial and rural areas, allocated according to gross domestic product rather than unemployment.

It also wants special help for Northern Ireland and the Scottish Highlands and Islands, which will lose Objective 1 status, the highest aid category.

**Wulf-Mathies: abandon pretence**

**Caborn: will present draft**

## Cross-border harmony on land use sought

By Brian Groom

set up shop on the Swedish side.

In addition, member states face common issues in areas such as the Alps, the Danube, and the Baltic and Mediterranean seas.

Richard Caborn, UK planning minister, will present the first complete draft of the European Spatial Development Perspective to EU regional policy ministers meeting in Glasgow.

It proposes common approaches to housing, transport, urban renewal, rural issues, economic development, water supply and telecommunications.

The policy will affect UK debates such as that over building homes on greenfield sites. Other states face similar pressures from the explosive growth of single-person households and urban sprawl.

The document is the culmination of a five-year attempt to reach agreement on planning issues and is a key priority for Britain's presidency of the EU.

Some members have been wary of extending the EU's reach into national governments' territory.

The document will be non-binding, but may eventually lead to pressure to arrange binding agreements on issues such as cross-border consultation.

The UK sees itself as an

### The cost of reaching customers

Road freight costs per region to access 30 million people

Average cost: French Francs

500-1000
1000-1500
1500-2000
2000-4000
4000-10000



"honest broker" because it has no land borders apart from that with Ireland. Mr Caborn has held meetings with doubters such as Spain, which devolves planning to regional governments, and Portugal. Final agreement is scheduled for early next year.

The document pursues EU objectives of sustainable development, competitive-ness and social cohesion. It tries to ensure peripheral areas do not lose out when transport routes and telecommunications networks are established.

It encourages towns and cities to co-operate with one another, to maximise their strengths and create regional transport networks.

It proposes ways to reduce urban sprawl and promote mixed-use developments, avoiding the growing segregation between rich and poor which creates social exclusion.

It supports diversification of struggling rural economies, often by joining forces with local towns.

The document charts the growth of "gateway" cities to the EU, such as Lisbon,

and "world cities" such as London and Paris.

Lille, it says, is emerging as a "major node" in the development corridor between the UK and continental Europe, while Barcelona is becoming a metropolis for southern Europe.

Development, it says, is increasing taking place along "Euro-corridors" such as that from Glasgow through London to the Transmanche area of northern France and Belgium, and that from Rotterdam via the Ruhr, Rhine, Main and Stuttgart to Munich.

Even though agreement on abolishing these tariffs was reached in 1996, Europeans have become accustomed to paying higher prices, so suppliers may fail to pass on the full benefits of the elimination of tariffs," he says.

The high relative prices for microchips affects industries from robots to washing machines, with the reduced

competitiveness possibly leading to up to 3m lost jobs in western Europe by the middle of next decade, says Mr Eltis.

*The Information Technology Revolution and Europe, by Walter Eltis, Foundation for Manufacturing and Industry, 24 Buckingham Gate, London SW1E 6LB, £10.*

## European microchip prices 'endanger competitiveness'

By Peter Marsh in London

Collusion among microchip makers to charge higher prices in Europe than for the same products in the US and Asia is putting at risk the development of Europe's information technology industries and threatening millions of jobs, according to a leading UK economist.

In a paper published today by the Foundation for Manufacturing and Industry, a UK research group, Walter Eltis of Oxford University says the pricing arrangements make it harder for a range of microchip-using industries in Europe to compete against US and Asian rivals, undermining economic growth.

Mr Eltis is a former director of the National Economic Development Office and was at one time economic adviser to Michael Heseltine, trade and industry secretary in the last Conservative government.

According to Mr Eltis, the European Commission should institute a study of microchip prices across the continent with a view to

bringing these down to world levels.

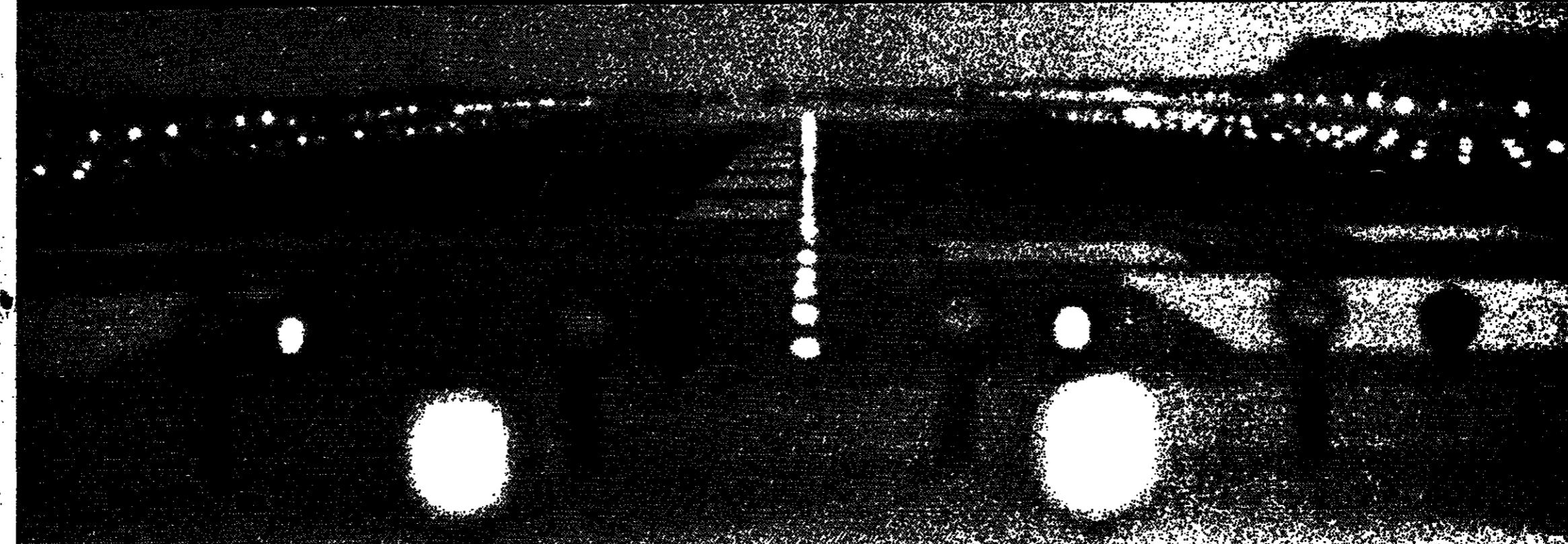
"For Europe fully to exploit [information technology] opportunities, it is vital that more intense competition from Asia's [electronic] component industries, boosted by their now lower currencies, will be reflected in falling microchip prices in Europe," he says.

Mr Eltis says the higher microchip prices follow the imposition during the 1980s and 1990s of tariffs of up to 17 per cent on electronic components imported into the European Union. These were instituted to protect European-based makers of these components from the effects of worldwide competition.

Even though agreement on abolishing these tariffs was reached in 1996, Europeans have become accustomed to paying higher prices, so suppliers may fail to pass on the full benefits of the elimination of tariffs," he says.

The high relative prices for microchips affects industries from robots to washing machines, with the reduced

We helped lay the groundwork for the global economy.



Literally

Every time an airplane touches down, in almost any airport in the world, we can say we paved the way - because the odds are our machines helped build the runways.

Caterpillar machines also played a key part in

developing many of the roads and railways, bridges and canals that carry the world's commerce. And our engines provide power to many of the locomotives, tugs, and trucks that travel on them.

So we're proud of our part in making global

trade possible. But we're even prouder of the things that happen when trade itself takes off. Education, health, communications, and jobs all flourish in a healthy world economy.

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ideas. They become more understanding and more open. And that could be the most important global trade of all.

**CATERPILLAR**

## INTERNATIONAL

ETHIOPIAN CRISIS MORE DIE IN AIR RAIDS AND ARTILLERY BOMBARDMENTS ON CAPITAL OF ASMARA AS BORDER DISPUTE ESCALATES

## Foreigners flee as Eritrea raids grow

By Michael Wrong in Asmara

Hundreds of foreigners scrambled to escape Eritrea's capital, Asmara, yesterday after a bloody weekend of air raids and artillery bombardment took the government's month-long border dispute with Ethiopia to a new and dangerous dimension.

Western nations had hoped that the events of Friday, when at least 44 Ethiopians died in an air strike on the northern town of Mekele and Asmara came under jet attack, might bring the former Horn of Africa allies to the negotiating table.

Instead the bloodletting appeared to have widened the rift between the two neighbours, with the original issue in dispute - demarcation of their ill-defined mutual border - now in danger of being lost in a surge of nationalist sentiment.

Appalled by images of children's bodies being carried through the streets of Mekele, residents in Addis Ababa were swearing revenge.

Eritrea's President Isaias Afewerki also appeared to hold out few hopes of compromise. "At the moment, I'm not seeing any light at



Ethiopian women grieve in Mekele Reuters

the end of the tunnel," he said in Asmara.

Relations between the two countries deteriorated further yesterday when 57 staff and dependants from Eritrean diplomatic missions in Ethiopia arrived in Cairo after being expelled, leaving behind the ambassador and two other diplomats.

Both governments blamed the other side for the decision to take a war that had until Friday been restricted to a ground offensive at several points along the frontier

to a new level. The move effectively destroyed what many had regarded as an unshakeable friendship forged when Eritrean and Ethiopian guerrilla fighters together toppled the Marxist regime of Mengistu Haile Mariam in 1991. The leaders of the two countries, related through marriage, are now said to be communicating through third parties.

Expatriates, many of whom came to Asmara to help rebuild a country devastated by the 30-year war of

liberation, flocked to the airport in the early hours of yesterday to take advantage of a lull in hostilities agreed by Ethiopia's prime minister, Meles Zenawi.

Flights sent by the US, Britain, Germany, Russia and Italy airlifted up to 2,000 foreign nationals - including 200 Ethiopians - to Saudi Arabia, Djibouti and Egypt.

They left an ominously subdued highlands capital. The twittering of swallows and voices of children playing in back yards was

occasionally interrupted by the sound of jets passing overhead.

The airport, a 10-minute drive out of town, was heavily guarded and barricaded off, with a military helicopter parked on the runway to close off access to the civilian terminal. It was briefly moved to one side to make way for an aircraft of arriving journalists. On Saturday the terminal had been the target of an Ethiopian jet fighter attack for the second day running

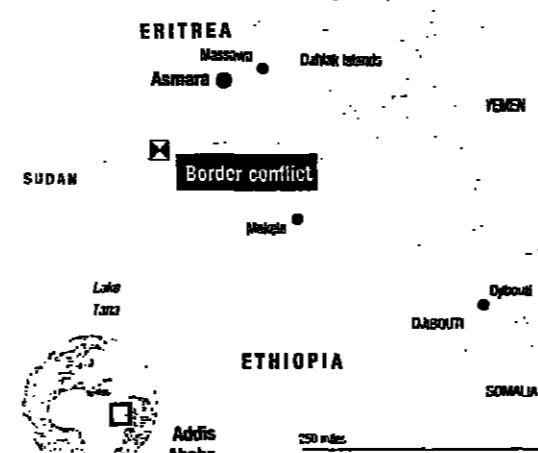
as Addis Ababa tried to exploit the air superiority it enjoys over its former northern province.

But the attempt has been a costly one: between two and three Ethiopian fighters have been downed by Eritrean artillery, while Eritrea has lost only one MiG.

Ethiopia, whose forces outnumber Eritrea's by about three to one, appeared to be doing better on the ground yesterday after a temporary setback.

A foreign ministry official said Ethiopian troops had recaptured the border town of Zalembeless, defeating a brigade-strength Eritrean force and chasing them back across the border.

Susan Rice, assistant US secretary of state for Africa, made it clear she had not given up hopes for the four-point peace plan jointly drawn up with Rwanda, which both governments appeared to have accepted before the sudden escalation in hostilities. "The peace recommendations" constitute "a reasonable basis for a peaceful resolution," she said in Burkina Faso. But there were few signs the two governments were listening.



The scope of the cases against the two companies and the legal processes expected to follow are very different. Microsoft faces broad charges of anti-competitive behaviour that are scheduled to be argued before a federal judge starting in September.

In contrast Intel - if the FTC votes to act against it - will face very specific charges relating to its refusal to share intellectual property with some of its customers in the computer industry.

The case is likely to be heard initially by an administrative law judge whose ruling would be reviewed by the Commission.

Only then, after perhaps a year of arguments behind closed doors, might the case move into the federal court system.

Intel, like Microsoft, may face a lengthy and bruising legal battle that could be damaging to its reputation as a technology leader, distract its managers and create uncertainties about its future prospects.

The odds are high that the four members of the FTC - a fifth position is vacant - will vote to take action against Intel, according to industry and legal experts.

Earlier this year, the FTC determined that Intel was a "monopolist" because it held a dominant 50 per cent share in the market for microprocessors used in personal computers.

Last week the commission's staff lawyers recommended that the chipmaker be charged with abuse of market power in its dealings with certain computer companies including Intergraph, Digital Equipment and Compaq Computer.

In April, a federal judge in Alabama ruled against Intel in a dispute with Intergraph that is expected to be a central theme in the FTC's anticipated antitrust complaint.

Intel, the world's largest chipmaker, is set to become the next target of Washington antitrust regulators this week when the Federal Trade Commission (FTC) meets to vote on whether to bring charges against the company.

Coming on the heels of the Justice Department's antitrust case against Microsoft, the FTC vote raises the prospect of two of the most powerful US high-technology companies - the world leaders in chips and software - both being forced to defend their business practices in Washington courtrooms.

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## Battle flares up over rules on derivatives

By Nikki Taft in Chicago

A regulatory battle over the large and fast-growing "over-the-counter" (OTC) derivatives market is expected to resurface this week when the main players testify before a congressional committee in Washington.

On Friday the Federal Reserve Board, the US Treasury and the Securities and Exchange Commission joined forces, urging Congress to pass immediate, temporary legislation that would maintain the status quo in the OTC industry.

OTC derivatives are risk-management contracts, such as interest rate or currency swaps, negotiated privately between sophisticated financial institutions. The notional value of outstanding contracts has been put at about \$800bn. The legislation, if passed, would halt a far-reaching review of the OTC market initiated last month by the Commodity Futures Trading Commission (CFTC), which oversees "exchange-based" futures markets.

In a joint letter, Robert Rubin, Treasury secretary, Alan Greenspan, chairman of the Federal Reserve Board, and Arthur Levitt, the SEC's chairman, said the legislation was essential "to provide time for Congress, the regulatory community and other interested parties to consider the important regulatory issues involved".

Several years ago, the CFTC largely exempted swaps from its oversight.

The agency now claims the subsequent growth in the OTC industry and some of the new issues being posed - such as whether centralised swaps clearing should be allowed - means the issue should be revisited.

But the review was fiercely opposed by the swaps industry, in turn supported by the SEC and Treasury.

The industry argued that the very existence of the CFTC's review could raise challenges to the legal certainty of swaps contracts.

In Friday's letter, Messrs Rubin, Levitt and Greenspan backed the swaps industry, saying they believed there were "serious questions over the CFTC's jurisdiction" and there was no intention to "allow the CFTC to impose unilaterally a comprehensive regulatory scheme for the OTC derivatives market".

Brookley Born, CFTC chairman, is due to testify before a House committee this week and the OTC issue is

expected to dominate.

## Our opportunities just keep on growing.



**T**oday the telecommunications industry faces some of the most difficult challenges of the decade. Rapid changes in technology, escalating investments in infrastructure, changing government policies, discount price wars and other developments make this a critical period for the sector as a whole. But where others see only difficulties, Japan Telecom sees opportunities for growth.

■ ■ ■ For example, we are using improvements in technology to build the most advanced local telecommunications network with direct links to our customers. This move will enable us to enhance our growth by capturing a portion of the ¥3 trillion local telecommunications market including leased line and data transmission services.

■ ■ ■ We are also using changes in the regulatory environment to expand into new areas. Our merger

with ITT made us the first company in Japan to offer both domestic and international telecommunications services and added over one million customers to our subscriber base. The merger also brought us relationships with approximately 200 overseas carriers. We are

using these ties to promote business development activities abroad and expand our digital cellular phone business in Japan.

■ ■ ■ Success in the future will go to those companies that can move quickly to take advantage of the ever-changing world of telecommunications. Japan Telecom will continue to use its strategic resources and abilities to maintain its leading position among all of Japan's telecommunications companies.

■ ■ ■ Financial Highlights (Years ended March 31)

	1994	1995	1996	1997	1998	1999
Operating Revenues	¥250,746	¥304,848	¥335,587	¥375,855	¥391,999	¥411,765
Telecommunications						
Service Revenues	243,992	290,127	294,995	300,175	319,002	326,877
Operating Profits	25,664	30,977	43,732	45,396	31,467	32,332
Net Income	8,416	10,033	21,297	25,442	15,469	8,114
Total Assets	353,320	484,699	499,699	470,882	561,049	560,484
Shareholders' Equity	69,431	250,074	269,380	291,618	316,938	284,251
millions of yen						
consolidated						



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Intel may become next antitrust target in US

Louise Kehoe

Intel, like Microsoft, face a brief and lengthy legal battle

## Making strengths stronger.



## We already have the edge. Now on the way to the No.1 position in Europe.

### The company.

Mannesmann operates in Telecommunications, Engineering, Automotive and Tubes & Trading. All sectors are consistently managed with a value-driven approach. Our yardstick for measuring value creation, the return on gross operating assets, reached 10.3 per cent in 1997. We have committed ourselves to reach the 15 per cent mark in the year 2000. Our medium-term objective is to reach a 20 per cent return.

### Telecommunications – growing across borders.

Thanks to D2, Arcor and our participations – Omnitel and Infostrada in Italy, and Cegetel in France – we're well on our way to becoming the leading private telecom provider in Europe. In digital mobile telecommunications, D2 is already market leader in Germany. Today, the Telecommunications segment generates the Group's biggest earnings contribution.

### Your advantages.

With Arcor and D2 we aim to offer all the advantages of an integrated communications company and are already realizing marketing and cost synergies for the benefit of our customers. Arcor runs a high-performance, full coverage wireline network, reaching the heart of every city.

in Germany. Building on the strength of D2, Mannesmann has consistently exploited the opportunities of today's Information Age. Our aim? To further sharpen our European edge.

### Engineering –

#### a top place in the world market.

With Mannesmann Demag, Mannesmann Dematic, Mannesmann Rexroth and Kräuss-Maffei, we rank among the world's leading suppliers in mechanical engineering. Mannesmann Engineering is No.1 in hydraulics, material handling and plastics machinery. We aim to optimize our product portfolio to enhance profitability and secure future growth.

### Automotive –

#### making cars more intelligent.

VDO and Sachs are innovative partners to the automotive industry. Sachs ranks among the leading global suppliers of chassis and powertrain components and systems. VDO is internationally recognized as an expert in the fields of integrated electronic information and control systems. Through its acquisition of Philips Car Systems, VDO with its new Car Communication division is poised to become one of the world's premier providers of integrated information, navigation and traffic telematics systems. Seizing every opportunity to boost

current value, we aim to forge ahead with the internationalization of our Automotive sector and to strengthen our systems expertise.

### Mannesmann's strengths.

- Strong commitment to value-driven management.
- Telecommunications:
  - German market leader in digital mobile telecommunications.
  - Leading private integrated provider in European telecommunications.
- Automotive and Engineering:
  - Outstanding global position.

### Tubes & Trading – effective partnership strategy.

The Tubes & Trading sector produces and markets steel tubes for every application. In order to bolster our market position and improve our cost base, we have been incorporating all major product areas into cooperative alliances since the early nineties. The latest and most significant step in this direction is our joint venture with the French group Vallourec for seamless tubes.

### Mannesmann – working for your future.

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Battle flares up over rule on derivatives

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## INTERNATIONAL

# Pakistan seeks aid to survive sanctions

By Mark Nicholson  
in Islamabad

Pakistan will count on restricted agricultural imports, ambitious hopes for export growth and help from "friendly" Middle Eastern countries to ride out the effect of sanctions in the wake of its nuclear tests, says Sartaj Aziz, finance minister, who presents the government's annual budget later this week.

Mr Aziz arrived yesterday in Riyadh, capital of Saudi Arabia, escorting Nawaz Sharif, the prime minister, on a Gulf tour during which Pakistan is seeking economic aid to compensate for expected losses in international assistance resulting from US, Japanese and possible multilateral agency sanctions.

Mr Aziz said before departing that Pakistan would ask Saudi Arabia, Kuwait and the United Arab Emirates to admit more Pakistani expatriate workers as an immediate gesture of aid, to increase remittances into Pakistan's precarious external accounts.

Pakistan's 1.2m expatriate

workers last year remitted \$1.4bn. Islamabad is also believed to be seeking direct aid, including possible credits for oil purchases, to help weather the effects of sanctions.

With Pakistani reserves at about \$1.5bn - enough to cover around five weeks' worth of imports - and independent estimates putting its debt service bill next year at \$4.5bn-\$5bn, Islamabad's immediate concern lies in finding means to keep its external accounts solvent.

Mr Aziz said Pakistan did not "at the moment" see any need to seek rescheduling of its international debts or declare a repayments moratorium, though talk of both is rife among Pakistani bankers.

"The economic situation will be manageable unless the sanctions last beyond a year," he said. But he added: "While we'll be able to survive next year's situation, the damage to our investment climate will take far longer to revive."

Pakistan's external debt stands at around \$35bn, but the country has since its last external crisis in 1996

increasingly relied on short-term and costly commercial borrowing to stay afloat.

Mr Aziz said the full cost of sanctions could not be calculated for several weeks until the World Bank, the IMF and the Asian Development Bank had decided whether to stop or slow future lending.

However, he said lending curbs from these international agencies would halve an expected multilateral aid flow of \$3bn for next year.

\$1.5bn of aid having been approved before Pakistan's nuclear tests last month.

Without giving details of next Saturday's budget, Mr Aziz said he believed Pakistan could cover the estimated \$1.5bn external account shortfall by encouraging import substitution of some agricultural imports, including pulses, edible oils, milk powder and wheat, while attempting to spur exports, which he hoped could rise by 20 per cent next year - ambitious in the light of the 4.7 per cent rise in exports for the first nine months of the current fiscal year.



At least 23 people were killed and 32 injured when a bomb hit this Karachi-Peshawar train yesterday. Pakistan blamed India's "abominable" intelligence agency, a claim India said was "preposterous". Tensions have been increasing since last month's nuclear tests by the two countries. Reuters

Mr Aziz also indicated nuclear tests last month. payments and defence. The government has so far been largely symbolic, including Mr Sharif's decision to defer his occupation of a grand and newly built secretariat building and to swap his Mercedes for a Toyota.

Austerity moves have so far been largely symbolic, including Mr Sharif's decision to defer his occupation of a grand and newly built secretariat building and to swap his Mercedes for a Toyota.

Analysts wonder how this can be achieved, since two-thirds of such spending is devoted to interest

## Airline dismisses 'hundreds' of pilots

Philippine Airlines yesterday sacked hundreds of striking pilots who defied a return-to-work order. Reuters reports from Manila.

PAL had given the 620-member Airline Pilots Association of the Philippines (ALPAP) until noon yesterday to comply or face dismissal.

"Those who remained defiant were, in accordance with law and jurisprudence, declared as having lost their jobs with the airline," the airline said.

PAL would not say how many pilots had been dismissed but an industry source said the sackings "involve hundreds".

About 300 of the pilots marched to the airline offices with signs reading: "No Compromise" and "We Can't Take It Any More". Another sign read: "You Can't Fire Us. Slaves Have to be Sold."

The pilots went on strike on Friday night in protest at the sacking of a union member and a cut in crew rest during stopovers on trans-Pacific flights. It was the fourth walkout in four years. Rank-and-file and ground crews involved in previous stoppages.

Yesterday's firings followed the sacking on Saturday of 29 ALPAP officers and an order for the rest to show up by noon.

The strike has stranded thousands of PAL's international and domestic passengers. Management earlier warned that a pilots' walk-out would worsen PAL's financial problems.

The strike was costing the company up to 150m pesos (\$3.5m) a day, airline officials said. Last December it reported a net loss of 3bn pesos from April to October in the fiscal year ending March 1998.

## China acts to sustain exports as growth in orders slows

By James Kyne in Beijing

Fresh signs that China's export growth may slow sharply later this year are prompting the authorities to consider measures to reinvigorate one of the main growth engines in the national economy.

One ominous sign, trade officials said, was that new export contracts rose by only 1.18 per cent in the first four months of this year, compared with the same period a year ago.

This was a significantly lower increase than the 11.6 per cent climb in total exports, which itself was 15.3 percentage points lower than during the first four months of 1997.

The trade officials said statistics on new contracts were not as faithful an indicator as actual orders, but they nevertheless served as a guide to future demand. It

takes several months for contracts to be translated into export sales.

The officials said that the slowing growth in contracts was partly the result of keen competition from Asian exporters who are starting to capitalise on the sharp devaluation in their currencies.

Devaluation of China's renminbi has been ruled out by Beijing's senior leadership, so authorities are intensifying efforts to find other ways to stimulate exports, which last year contributed about 20 per cent of gross domestic product.

Wang Jun, deputy director of the newly established state coal industry bureau, said that coal exports should rise to 35m tonnes this year, up 4.26m tonnes from last year.

Certain fees charged by coal exporting ports are to be dropped and the tax

rebate for coal exporters is to be raised from 9 per cent to 11 per cent, officials said.

The Industrial and Commercial Bank of China has pledged to extend RMB3bn (US\$361m) in loans to the China Coal Import and Export Group, the country's leading coal exporter.

Falling domestic prices and chronic oversupply in the world's largest coal-producing country are expected to lead to an intensification in international price competition as China seeks to boost its exports.

Tax rebates on exports of rolled steel, cement and some electronic machinery are also expected to be increased from 9 to 11 per cent, officials said.

The gathering gloom over China's export performance is also prompting calls for an end to a prohibition - frequently circumvented - on private companies engaging

in exports. Qin Xuanren, vice-secretary general of the China Association of International Trade, said this was necessary because export-oriented state-owned companies were often less efficient than their private sector counterparts.

China appears in need of a robust export performance as the wider economy slows. Gross domestic product growth was 7.2 per cent in the first quarter, down from 8.8 per cent for the whole of 1997.

The government's greatest fear is that slowing growth will trigger social unrest as unemployment surges and pensions are withheld from millions of retired people. Official statistics last week said that by the end of March 2.8m pensioners were owed a total of RMB4.67bn in pensions. Many had not received any welfare for six months.

## Tehran's mayor defies court

By Robin Allen in Dubai

The politically moderate mayor of Tehran, Gholamhosse Karbaschi, came out fighting yesterday at the start of his trial for alleged bribery, embezzlement of public funds and "influence peddling" during elections in 1996 and 1997.

In reply to prosecution charges that he had embezzled \$90,000 and used a further IR 1.4bn - about \$250,000 at the street market rate of IR5,500 to a dollar - to help the election campaigns of moderate candidates, Mr Karbaschi challenged the court's right to

try him. The 44-year-old mayor also questioned the competence of the judge who, he claimed, did not even have a bachelor's law degree. "The evidence against me," he said, "was taken under duress." The prosecution, he added, "has no first-hand documentary evidence."

Displaying a file of papers, he was reported to have warned the prosecution: "No one has seen this file before. Its contents could change the course of the Islamic Republic. Do not push me to reveal what is in it."

The case was adjourned until Thursday.

Mr Karbaschi's detention last April on the orders of Ayatollah Mohammed Yazdi, the head of the hardline judiciary, sparked widespread protests from students and members of the government who saw it as a political move by clerical and secular conservatives opposed to the moderate policies of President Mohammad Khatami.

The judiciary is one of many power centres controlled by Iran's spiritual leader, Ayatollah Ali Khamenei. Mr Karbaschi's early release after only 11 days, following the president's intervention with Mr Khamenei, was seen by many as a political victory for the moderates in general.

According to Siamak Kharjepour, editor of the monthly journal Iran Focus, Mr Karbaschi is seen as "the principal brain behind moderate policies."

Sheraton diplomats say, however, that both conservatives and moderate reformers at the top of the political leadership are anxious not to let the drama over Mr Karbaschi get out of hand. "Recent bomb attacks by opposition extremists," said one senior western diplomat, "have shown how brittle stability is."

For the first time since the 1979 revolution, last Friday's prayers were not held in Isfahan, a stronghold of moderate reformists, reportedly because of concern by the city's religious leader about demonstrations against the hardliners who control the levers of power.

In these circumstances, according to a senior western diplomat, neither the government nor the clerical hardliners want a courtroom drama to spill over into the street. "With threats of social and economic unrest, as well as the reported illness of Mr Khamenei, the tendency is for the people at the top of the system to show restraint for the sake of the country's stability."

## NEWS DIGEST

## US MISSILE TECHNOLOGY

## Rules for Chinese access too loose, says Kerrey

Procedures dating back to 1988 to allow China access to sensitive US missile technology appear to have been too loose, the vice-chairman of the Senate Intelligence Committee said yesterday.

Senator Bob Kerrey, speaking on CBS Television's Face the Nation Programme, said the process of granting waivers to grant access to this technology was "relatively loose, given the seriousness of this particular transfer".

Mr Kerrey, a Democrat from Nebraska, was speaking after three days of closed-door hearings by the committee on whether US national security interests were damaged by the granting of waivers in 1995 and 1996 to the Loral Corporation to share missile technology with China. The hearings have not yet been completed and another member of the committee, the Utah Republican, Orrin Hatch, said the evidence was not conclusive "on this point".

The concern is that the missiles used to launch US satellites had a dual-use application to launch nuclear weapons. The chairman of Loral, Bernard Schwartz, is the largest donor to the Democratic party. Stephen Fidler, Washington

## GUINEA BISSAU

## Military revolt put down

Guinea Bissau's government has put down a military revolt in the capital, it said yesterday, but rebels were reported in control of a residential complex, including a hotel where several dozen foreigners were staying.

About a dozen soldiers of both sides, along with civilians, were killed in fighting which erupted in Bissau, the capital of the former Portuguese colony, shortly before dawn, according to Portuguese news agency Lusa.

At the weekend Brigadier Humberto Gomes was formally appointed chief of staff in the impoverished West African state, and it was this reshuffle that apparently triggered the revolt.

Among the dead was Eugenio Spain, the head of presidential protocol, who was killed as he headed for the airport en route to the Organisation of African Unity summit in Ouagadougou.

The whereabouts of President Joao Bernardo Vieira, who was due to attend the summit, which opens today, were not immediately known.

Lisbon's ambassador in Bissau, Francisco Henrique da Silva, said the situation was still confused, although government troops appeared to be bringing the revolt under control. He said streets in the capital were deserted after the government ordered residents to stay indoors. Television programmes were suspended and radios played traditional Bissau music.

Movimento Bafata, the leading opposition group in the Guinea Bissau parliament, issued a statement calling the revolt a "bloody settling of accounts" within the formerly Marxist ruling party. Reuters, Lisbon

## SOMALI FIGHTING

## Warlord recaptures Baidoa

Fierce fighting between rival armed Somalian factions erupted around the key town of Baidoa, 150 miles west of Mogadishu over the weekend.

Radio reports from the area said forces of a warlord, Hussein Aideed, were driven out of the town on Saturday by the Rahweyn Resistance Army, but were back in control of Baidoa yesterday after calling in reinforcements.

Neither side has given casualty figures, but radio reports from Baidoa said there were many bodies in the streets.

Somalia has been without an effective government since President Mohamed Barre was ousted early in 1991, and a number of armed factions now control separate areas. Reuters, Mogadishu

## MILLENNIUM BOMB

## Central banks 'scared'

The world's central banks are "scared to death" by the lack of preparation for the year 2000 computer "bomb" problem, according to a senior investment banker. Andy Siciliano, 36, global head of interest rates and foreign exchange at Swiss Bank Corporation, said his bank was spending 95 per cent of its technology resources on resolving the problem.

Mr Siciliano told the annual Forex conference in Geneva that many European banks were not really addressing the problem and that Japanese banks, in particular, were not ready. They had spent \$250m in total, compared with the \$600m spent by Citibank alone.

"The inability to fix the problem will have a dramatic impact" on the prices of companies being acquired in the forthcoming consolidation of the global banking industry, he said. William Hall, Zurich

## VIRTUAL STRIKE

## Settlement at Aeromexico

Flight attendants for Aeromexico airline reached a deal with management at the weekend to end a five-day "virtual" strike over pay and benefits.

More than 1,000 flight attendants worked wearing armbands of protest during the five-day industrial action. Aeromexico services continued uninterrupted.

The airline, a subsidiary of Cimbra, which also runs Mexicana and Aeroperu airlines, announced on Saturday a deal which gives flight attendants an 18.3 per cent wage increase and improvements in other benefits.

The staff won better retirement benefits, increases in the number of on-board crew members, and union membership for 300 employees who had been considered management, the ASSA flight attendants union said. Reuters, Mexico City

## LEBANESE LOCAL POLLS

## Army watches over elections

The Lebanese army detained 13 people yesterday in connection with troubles during the third round of the country's local elections.

Lebanon voted in the latest stage of polls which are seen as a test of whether democracy can overcome sectarian and political rivalries lingering from the 1975-1990 civil war.

Thousands of troops were deployed in Beirut and south Lebanon, where a fierce electoral battle was expected between the radical Hezbollah and its rival, pro-Syrian Shia Moslem Amal Movement. In Nabatiyah, armoured personnel carriers with machine-guns mounted were stationed around polling stations, and tanks were seen on the edge of the city.

The army said the 13 people arrested were held in south Lebanon after "minor problems that did not affect the smoothness of the election process". It did not elaborate.

Official results were expected to be announced late last night or today.

In the second round of voting, held the previous Sunday in northern Lebanon, 10 people were wounded when supporters of rival candidates clashed with knives and clubs. More than 150 people were arrested in connection with election violence.

Opposition groups made gains in the previous rounds of the polls, the first in 35 years, which are seen as a challenge to Lebanon's three pro-Syrian leaders - President Elias Hrawi, Rafik al-Hariri, prime minister, and Nabih Berri, parliamentary speaker. Reuters, Nabatiyah

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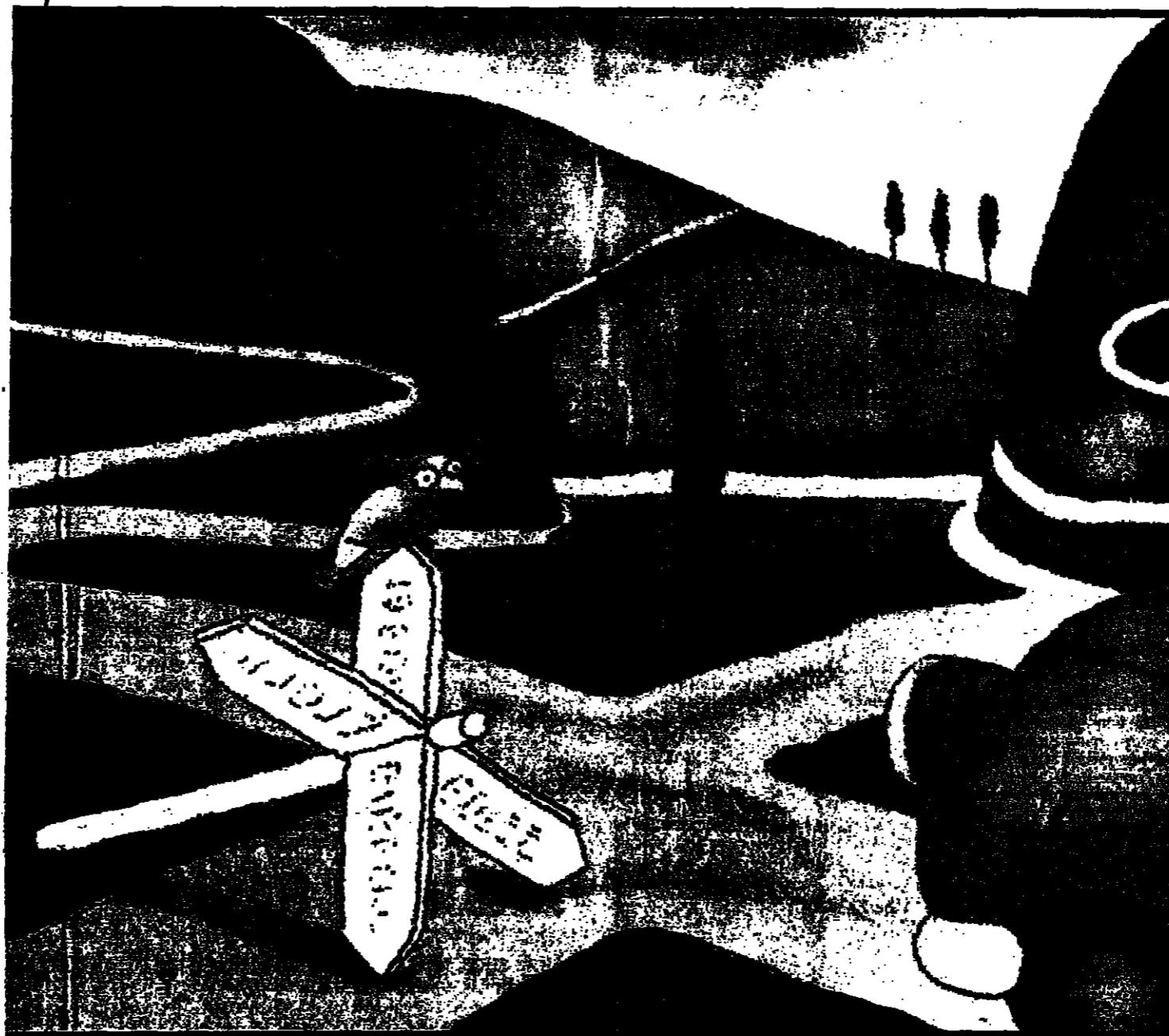


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## BRITAIN

POWER GENERATION GOVERNMENT SEEKS TO SAFEGUARD DEEP-MINE COAL INDUSTRY BY CURBING NEW GAS-FIRED POWER STATIONS

**BP plan for Welsh 'energy park' blocked**By David Wighton  
and Andrew Taylor

British Petroleum's plans for a 3,000-job "energy park" in south Wales are to be blocked as part of the government's efforts to safeguard the deep-mine coal industry.

The government's proposals, which could be announced this week, include a crackdown on the granting of consents to build gas-fired power stations. Although ministers have decided against a blanket extension of the moratorium,

a senior government member said the new regime would make it "extremely difficult" to get consents.

The proposals, which will be put out for consultation, will block dozens of projects, including BP's plan to build a gas-fired power station on the site of its Baglan Bay chemicals complex. The power station is the centrepiece of a proposed regeneration project which aims to create more than 3,000 jobs in an area of high unemployment.

The government move will cause huge disappointment in south Wales where BP has

been praised for its efforts to replace jobs lost through the run-down of its Baglan Bay facility. It will also provide ammunition for critics who claim the government is protecting miners' jobs at the expense of employment elsewhere.

Coal industry experts believe the government's efforts could safeguard about half the 5,000 pit jobs threatened by the expiry of subsidised contracts with the electricity generators, struck at privatisation.

But gas power station developers claim thousands more jobs would lost by

a ban on new consents. Adair Turner, the director-general of the Confederation of British Industry, the employers' group, has warned the government against a long-term moratorium he said would hit the confidence of inward investors.

Against that background, ministers are confident National Power and PowerGen will agree contracts with RJB Mining, the main coal producer. Ministers believe contracts will be close to the world market price, allowing the government to claim electricity consumers will not be hit.

The policy on gas-fired

stations is likely to lead to some projects being blocked even where they have been granted consents. The main exceptions will be combined heat and power schemes including BP's Grangemouth development, Scotland.

Ministers were warned that special treatment for projects such as Baglan Bay on economic grounds would open the government to legal challenge. Peter Hain, the Welsh industry minister, whose Neath constituency borders Baglan Bay, is understood to be "very disappointed" about the project.

## NEWS DIGEST

## PARLIAMENTARY REFORM

**Joint body set to examine future of upper chamber**

Tony Blair, the prime minister, is expected this week to confirm plans to set up a rare joint committee of senior MPs and peers to determine the long-term future of the House of Lords, the unelected upper house of parliament.

The body would take evidence from the public, academics and others, and produce a report on how to create an effective second chamber before the next election. But Mr Blair is understood to have decided that legislation for full-scale reform of the Lords should not take place until after the next general election. In the meantime the government will introduce a bill in the autumn for "stage one" reform, which will simply remove the voting rights of hereditary peers.

Conservatives will fiercely oppose the bill, arguing that they cannot agree to the removal of hereditary peers without knowing what will replace them. William Hague, the Tory leader, said the Lords would be left as "a huge quango" made up of political appointees. If the Tories fight a pitched battle against the bill in the Lords, it could clog up all other government business next year. Mr Blair and Lord Richard, leader of the Lords, insist the question of "stage two" reform cannot be decided without consideration by a committee of both houses of parliament. Senior members of Labour and the Liberal Democrats favour a hybrid system for the chamber, where some members are elected and some are appointed. George Parker, London

**Declining sales prompt Sun to set its sights on new horizons**

Editor's departure comes at a time of falling circulations among the tabloids, says John Gapper

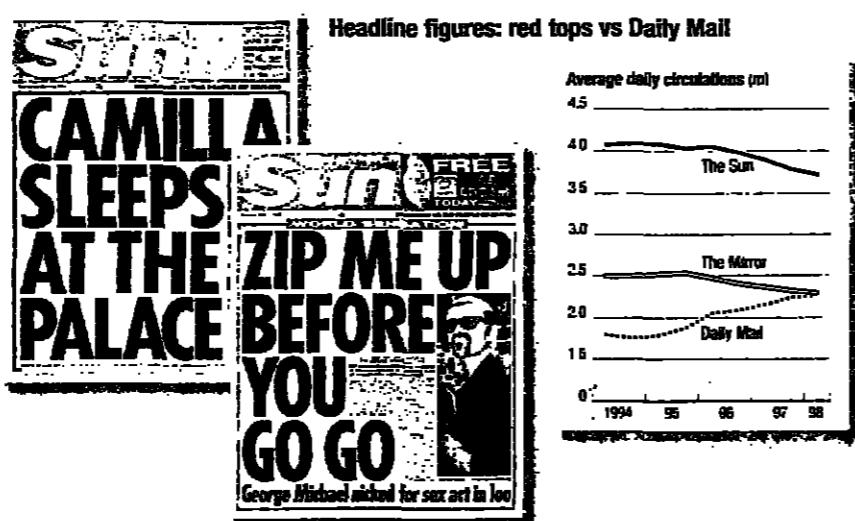
**W**hatever the circumstances behind the change of editor of the Sun, Britain's top-selling daily paper, the departing Stuart Higgins can hardly complain about his send-off.

Friday's issue of the Murdoch-owned paper described him as "the man who broke the greatest stories of the century".

Mr Higgins is to be succeeded by David Yelland, a former City editor of the newspaper who is now deputy editor of the Murdoch empire's New York Post. But the Higgins era will not be forgotten, and the Sun's transformation of the UK tabloid newspaper market will stand as a remarkable tale.

While The Sun became the archetypal Thatcherite tabloid during the 1980s under its irrepressible previous editor Kelvin MacKenzie, this has been a tougher decade. Along with other mass-market tabloids, the paper's circulation has been under pressure.

Mr Higgins's resignation



after five years comes after The Sun recorded a 5.6 per cent annual fall in circulation to 3.7m in the six months to April, while The Mirror, its main daily rival, fell 3.3 per cent to 2.3m.

The Sun retains a commanding lead, and its attractions for mass-market advertisers such as retailers endures.

But in spite of this strength, the exuberant self-confidence of The Sun in the MacKenzie years has ebbed. Several editors now

cast envious glances at this decade's steadily rising circulation of the mid-market Daily Mail.

Social change is one cause. "With Mr Blair following on Mr Major as prime minister, more people want to be middle class - the mid-market is the place to be," said Peter Williams, finance director of Daily Mail & General Trust.

Another is the continuing rise of television viewing. Mr Jones says pay television channels such as The Mirror's Live TV and UK

because the only obvious way to do it is through special promotions or price cuts," says Mr de Larrinaga.

The most alarming recent event for The Sun was the accession of Mr MacKenzie to charge of Mirror Group national titles this year. He surprised analysts by nudging The Mirror upmarket and increasing the length of its stories.

Since tabloid newspapers gain about 60 per cent of revenues from their cover price, there are clear attractions to gaining circulation

through means other than price cuts, and Mr MacKenzie has instead focused heavily on editorial changes.

Even before Mr Higgins's departure, Sun owner News International was seeking to increase its female readership. Rebekah Wade, a 30-year-old journalist from News International's News of the World, which appears on Sundays and is Britain's top-selling newspaper, was appointed deputy editor under Mr Higgins earlier this year.

## THINK-TANK REPORT

## Call for Europe to 'pull together'

The European Union should have its own peacekeeping force, drugs-busting police force and Open University, as part of a drive to make it more relevant to ordinary people, according to a think-tank advised by Tony Blair, the prime minister.

The report by Demos also calls for the EU to transfer regional aid from states to programmes to regenerate cities and to improve the quality of life in urban areas.

"For too long, European integration has been a technocratic, elitist project," said Mark Leonard, author of the report, Rediscovering Europe. "To meet the challenges of the next century, Europe needs to pull together and rediscover the priorities, values and aspirations of its citizens."

Nell Killanay, the European transport commissioner, will speak at the launch of the Demos report today, which coincides with a London conference on building a "people's Europe".

The report, which draws on opinion polls across the EU, says 68 per cent of people want a Europe-wide approach to foreign policy, and 78 per cent believe the EU should lead the fight against drugs.

Robin Cook, the foreign secretary, yesterday told the press Europe event in London: "Europe can only succeed if it has the backing of its people." He said: "A partnership between politicians and people is essential to the future development of the EU."

The theme will be continued at next week's EU summit in Cardiff, Wales, where more than 10,000 farmers are expected to protest at cuts in income. George Parker, London

## WELSH ASSEMBLY

## Public 'badly informed' on devolution

A huge public education campaign will be needed to ensure a respectable turnout in next year's elections to the planned Welsh assembly because most people know "very little" about devolution, according to an internal Welsh Office report.

The report suggests the £700,000 (\$1.15m) spent last year on publicity about devolution has had minimal impact, and says a sophisticated campaign targeting people who typically read the British tabloid newspapers, as well as opinion formers, must begin "as soon as possible".

It argues that a well-known personality should lead the campaign, and suggests Anthony Hopkins, the actor, or Tom Jones, the singer, ideas for the "lively, upbeat" campaign include a pop song and a new Welsh logo, together with sustained coverage in the media.

The Welsh electorate voted by a majority of 0.6 per cent for the assembly in a referendum last September. However, only half the electorate bothered to vote. If there is a low turnout in the elections to the assembly next May, on a similar scale to last month's local government elections, the case for devolution would be badly damaged.

The internal Welsh Office report, obtained by the Financial Times, is based on detailed interviews in March and April with voters who supported and rejected the assembly in the referendum. The report says: "A main finding of this research was that knowledge and understanding of the assembly and how it will operate is confined to a minority. Most know very little about the assembly." Andrew Parker, London

## NORTHERN IRELAND

## US trade mission arrives

William Daley, the US commerce secretary, arrived in Belfast yesterday describing the trade mission he is heading as "the most unique and important" he had undertaken in his 16 months in office.

His visit coincides with a critical time in Northern Ireland, coming two weeks after a referendum in which a majority approved unprecedent political and constitutional change and during an election campaign expected to lead to restoration of devolved government in the province. The mission involves 17 senior US corporate executives, including representatives of companies such as Boeing, General Electric, Motorola, Pfizer and Monsanto.

Mr Daley said yesterday the executives had been persuaded by the Clinton administration to offer a collective show of support for the peace process.

"Both President Clinton and I believe that peace and economic opportunity go hand in hand. The business community must be involved in the process of peace for it to succeed," Mr Daley said.

US officials confirmed an early gesture would come later today with the announcement that Boeing is stepping up its association with Short Brothers, the Belfast defence and aerospace company. Jimmy Burns, Belfast

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**Government failed to fund vital BSE study**

By Maggie Barry in London

The UK government turned down grant applications for "vital" research work on BSE - or "mad cow" disease - in 1991 from a leading authority on the condition and related illnesses, the BSE inquiry was told at the weekend.

Professor Stanley Prusiner, who last year won the Nobel prize for medicine for his work on prion diseases, including BSE, Creutzfeldt-Jakob disease - the human equivalent - and scrapie, the sheep disorder, told the inquiry "this was a major mistake. It cost us six years". Afterwards Prof Prusiner said "about a month ago" the agriculture ministry suggested "we should put something together".

The inquiry took evidence on Saturday to accommodate Prof Prusiner, who works at the University of California, in San Francisco.

He said the research "was and is vital to gaining more knowledge about BSE. It might have made a big difference if it had been funded in 1991". His team made two formal applications in 1991 followed by informal approaches, and a third formal application in 1992. All were refused.

The grant application was

to assess the risk to humans of BSE, using mice. In 1991 the government's line was beef was safe to eat. However, Prof Prusiner told the inquiry that was based on knowledge of how scrapie affected sheep, and that scrapie did not cause CJD in humans. He said by 1991 scientists knew seven differences existed in the amino acids between prions in cattle and in sheep, "any one of which could be lethal, and this worried us". Asked if he thought British beef was safe to eat at the time, he said: "It wasn't a very appealing thought."

In 1992 the UK government banned certain cattle tissues, such as the brain and spinal cord, from the human food chain. These were thought to carry the infective agent, and the view that beef was safe was based on the assumption prions in cows had the same distribution as in sheep.

In fact, Prof Prusiner said, scientists' lack of knowledge about how BSE affected cattle meant they could not say "where the prions are and what the titer [levels] are". Cattle carrying the disease, but not showing clinical symptoms, could pose a threat to humans.

John Swift, the rail regulator, will this week give the go-ahead for Railtrack's planned £2.1bn upgrade of the west coast main line in a move that clears the way for the flotation of Richard Branson's Virgin Rail.

The west coast main line links London with Glasgow and Edinburgh via the Midlands and the north-west of England. Virgin Rail, which runs train services on the line, is expected to announce its flotation next week with the aim of coming to the market in mid-July through an institutional placing valua-

ing it at up to £250m. The flotation would represent Mr Branson's first foray back into the UK stock market since he took Virgin Group private a decade ago.

Railtrack, the rail infrastructure group, has agreed to make extensive improvements to the 550-mile west coast line that would more than double capacity and allow it to carry trains at speeds of up to 140mph.

The improvements are expected to be completed by 2005, but Virgin Rail will be able to run trains on the line at 125mph from 2002.

Mr Swift's approval was

needed because the upgrade involves an innovative engineering project.

Virgin Rail intends to operate tilting trains on the west coast main line to avoid the need for a dedicated high-speed track. Once in service, the trains will reduce journey times between London and Glas-

gow by 1½ hours to four hours.

Mr Branson would bring Virgin Rail to the market at a time of optimism for the UK railway industry. Passenger numbers increased by about 7 per cent across the network last year - far faster than had been expected at the time of privatisa-

tion. Despite its poor reputation for reliability, the west coast main line increased passenger numbers by 13 per cent. This has helped Virgin Rail to turn round from an estimated £11m loss prior to privatisation to a position where it is understood to be profitable.

**Move clears way for Virgin flotation**

By Jonathan Ford in London

John Swift, the rail regulator, will this week give the go-ahead for Railtrack's planned £2.1bn upgrade of the west coast main line that clears the way for the flotation of Richard Branson's Virgin Rail.

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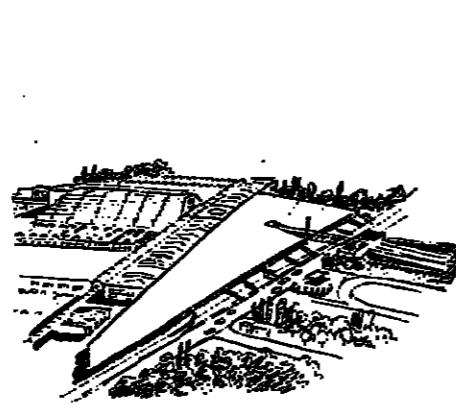
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FINANCIAL TIMES MONDAY JUNE 8 1998 \*

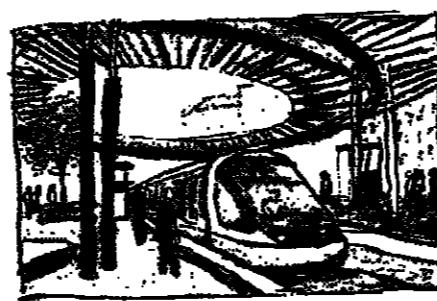
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Joint body set to examine  
future of upper chamber

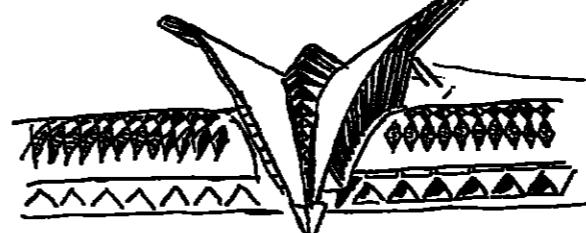
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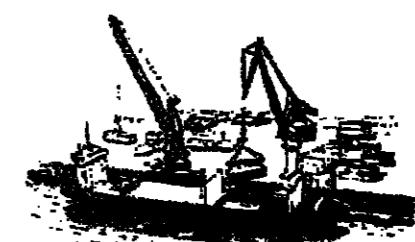
NEW RECEPTION HALL  
BRUSSELS EXHIBITION GROUNDS - BELGIUM



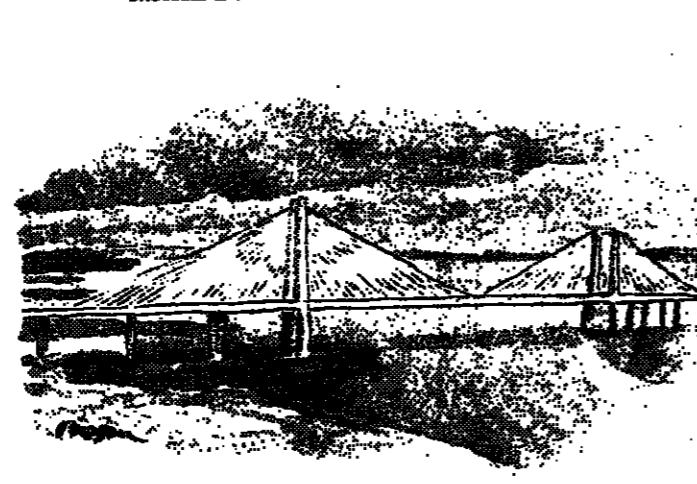
STRASBOURG TRAMWAY - FRANCE



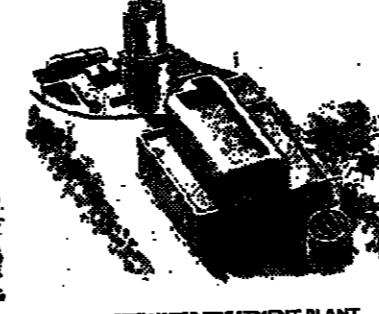
TGV RAIL STATION - LYONS SATOLAS INTERNATIONAL AIRPORT - FRANCE



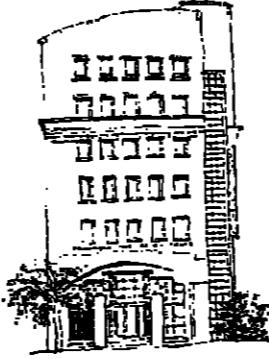
BORDEAUX PORT - FRANCE



TAGUS BRIDGE - LISBON - PORTUGAL



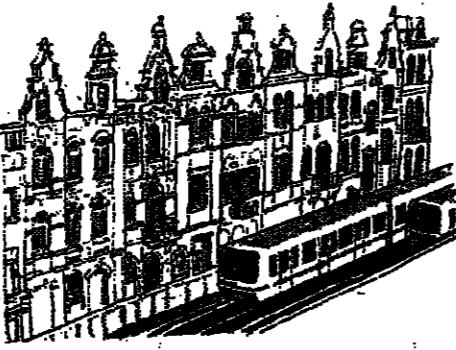
WASTEWATER TREATMENT PLANT  
CANNES - FRANCE



SAINTPIERRE HOSPITAL  
BRUSSELS - BELGIUM



TOULOUSE UNDERGROUND - FRANCE



VAL DE LILLE UNDERGROUND - FRANCE

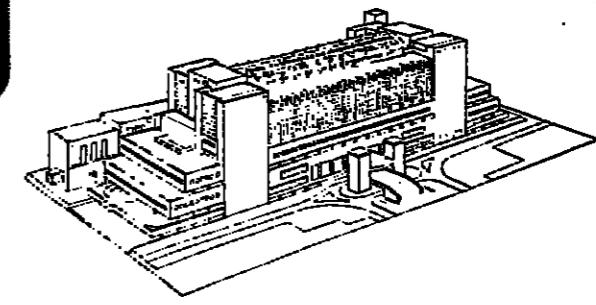


Dexia, the European banking group created by the merger of Crédit local de France and Crédit Communal de Belgique, reported total assets of 185 billion euros

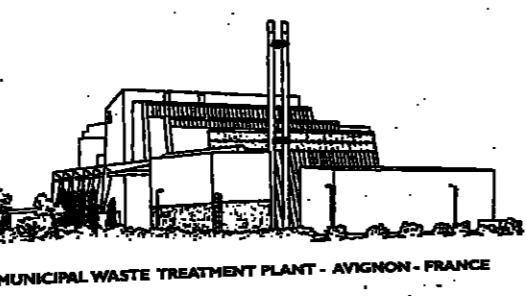
at the end of 1997. Dexia is the European leader in the financing of public service facilities and is also active in commercial banking and asset management.



PLACE DES MARTYRS - BRUSSELS - BELGIUM



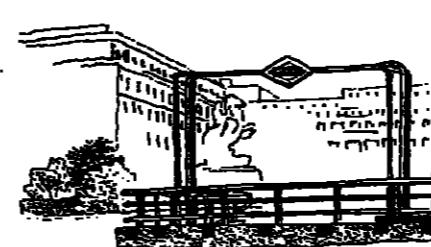
GOVERNMENT ACCOMMODATION - BRUSSELS - BELGIUM



MUNICIPAL WASTE TREATMENT PLANT - AVIGNON - FRANCE



MANCHESTER METROLINK - U.K.



MADRID UNDERGROUND EXTENSION - SPAIN



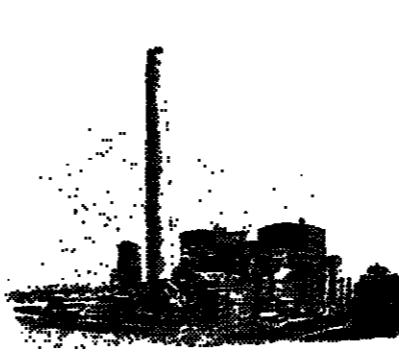
DENVER INTERNATIONAL AIRPORT - COLORADO - UNITED STATES



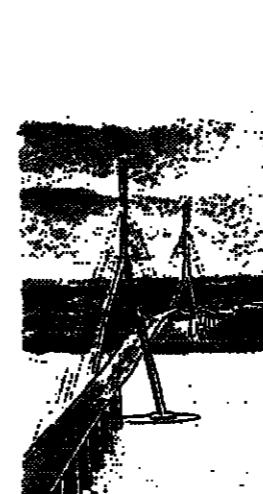
BIO MASS TO ENERGY PLANT - THETFORD - U.K.



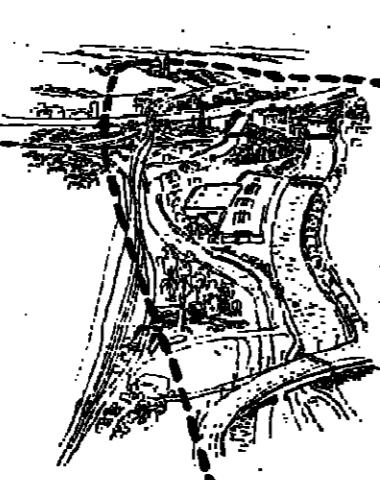
GRAND POWER STATION - BELGIUM



COGENERATION PLANT  
CARNEY'S POINT - NEW JERSEY - UNITED STATES



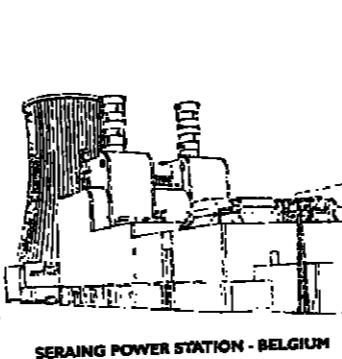
PRADO CARÉNAGE TUNNEL - MARSEILLES - FRANCE



TUNNEL LINKING E25 AND E40 - LIEGE - BELGIUM



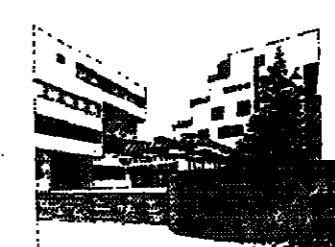
CHARLEROI FOOTBALL STADIUM - BELGIUM



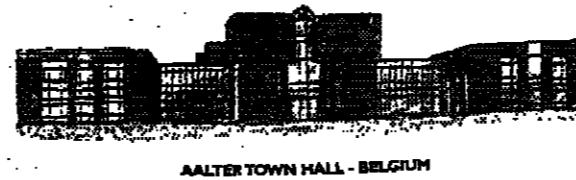
SERAING POWER STATION - BELGIUM



NORMANDY BRIDGE - LE HAVRE - FRANCE



ROBERT DEBRÉ HOSPITAL - PARIS - FRANCE



AALTER TOWN HALL - BELGIUM



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## THE WEEK AHEAD

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## ■ TODAY

Abbey Nat Treasury FRN 1998 \$14.22  
Bentalls 3.15p  
BOC 7 1/4% Nts 2002 £72.50  
British-Bohra Pfm 1.75p  
Brixton Estate 5% Prf 6.05p  
Burford 1.25p  
Carton 7% Bds 2002 £81.25  
CFT 1.025p  
Denistons Int 1p  
Derwent Valley 4.65p  
Epsom & Tonbridge 10% Nts 1998  
Formminster 2.15p  
Gallaher \$0.7915  
Jiangxi Copper RMB0.02  
Jupiter Extra Income 1.98575p  
Lafarge FFR16.50  
L. Gardner 2.7p  
Morgan Stanley Equity (C) 8.54875p  
Norway FRN 2002 \$14.77  
Qualicore IR22p  
Reed Executive 1.5p  
Reed Int 5% 1.75p  
Do 7% Prf 2.45p  
Rockwell Int 50.255  
Sainsbury (J) 7 1/4% Nts 2002 £7.50  
Uppsalas FRN 1998 \$309.65

## ■ TOMORROW

Action Computer Supplies 1.25p  
Anheuser-Busch Cos 50.26  
Astec 1.25p  
Bar AG 10p  
BTR ADR \$0.368  
English China Clays 7.5p

European Inv 9 1/4% Ln 2009 £23.50  
Halifax FRN 1999 £189.43  
Inchcape 3.3p  
Investors Capital Trust Inc Annuity Res Vtg 1.42p  
Do Units 1.42p  
National Power 8 1/4% Bds 2022 £81.25  
P & O Dridl 17p  
Quicks 4.5p  
Residential Mtg Secs Class a FRN 2034 £141.22  
Do Class B FRN 2034 £188.52  
Rugby Estates 2.02p  
Templeton Latin America Inv 0.35p  
Tenreco Inc \$0.30  
Twinbread 8 1/4% Deb 20121 £4.025

## ■ WEDNESDAY JUNE 10

AlliedSignal 50.15  
Anglo Irish Bk FRN 1998 £193.77  
Bank of Ireland Undated VRN \$1709.03  
Chevron 50.61  
Detroitach 4.2p  
Eaton Corp 2.22  
Eaton 50.20  
General Motors 50.50  
Do BDR 0.025  
Halifax 13 1/4% Sub Bds £340.25  
Do FRN 1998 \$14.53  
Hercules Property Servs 1p  
Higher Education Sec Inv

Series 1 Class A1 FRN 2028 £617.09  
Do Class A2 FRN 2028 £652.40  
Do Class A3 FRN 2028 £275.41  
Do Class B1 FRN 2028 £775.68  
Do Class B2 FRN 2028 £775.68  
IBM 5.22  
Japan Devlop Bank 7 1/4% Nts 2003 £57.75  
Mobil 50.57  
National Australia Bk Sub Nts £198.18  
Portman Bldg Society FRN 1999 £192.63  
Read Mtns Confdl 9.18% Bds 2000-2001 £459  
Standard Chrdt Undated Primary Cap FRN \$310.92  
State Bk New South Wales FRN 2004 ASX4.42  
Texaco Inc Cap \$0.45  
United Technologies \$0.36  
Warren-Lambert 50.48  
Westpac FRD 2002 £1906.16

## ■ THURSDAY JUNE 11

Aerot 7.8p  
Bankamerica \$0.345  
Chepstow Racecourse 10p  
E.J. Du Pont De Nemours 7 1/4% Nts 1998 \$75  
Gibson 8p  
Kobe Steel 4.75% Bds 1998 £470000  
London & Manchester 17.44p  
Lowland Inv 4.5p  
Mitsui 4.6% Bds 1998 Weir 6.46p

Y460000  
Mycal 5 1/2% Bds 1998  
YS500000  
MY Holdings 0.85p  
Nippon Sanso 7.25% Bds 1998 £198.0000  
Ockham 3p  
Pfizer Inc Cmrrn \$0.19  
Portmeirion Potts 9.55p

## ■ FRIDAY JUNE 12

Abbott Mead Vickers 4.5p  
Anglo American Inv 9.28  
Aerofline 3p  
British Empire Secs & General 7st 2.55p  
Delphi 4.8p  
Eaton 12 1/2% Ln 2014 £8.25  
Five Arrows Chile Inv \$0.02  
Hammeron 8 1/4% Cv Bds 2006 £162.50  
Hapagl Ind FRN 2001 \$315.97  
Henderson American Cap & Inc 2.45p  
Int'l Residential Sec Class A1 FRN 2025 IRE £16.11  
Jupiter European Inv 0.7p  
McAlpine (A) 4.5p  
NSK 7.2% Bds 1998 £720000  
Ocean Wilsons 4.5p  
Osaka 7% Nts 1998 £700000  
Shanghai Inv Bds \$5  
Turkey Trust 1.5p  
UK Estates 0.15p  
Wain Colliery Z30.10  
Weir 6.46p

## UK COMPANIES

■ TODAY  
COMPANY MEETINGS:  
Dennis, Nalcote Hall, Nalcote Lane, Berkswell, near Coventry, 11.00

BOARD MEETINGS:  
Finals:

Acel  
Alba

British Land  
CPL Aromas

Critchley  
Electrocomponents

GFI Int'l  
Hedgehog

Powderject Pharma

Remond

SBG Group

Salvesen (G)

Silk Industries

Starling Group

Unigate

VideoLogic

Waddington

Interims:

Goch & Housego

SBG Business Systems

Warner Estate

Place, W, 11.00  
McAlpine (A), Albert Room, Amoury House, City Road, EC, 12.00

Tarmac, Fleming Room, QEII Conference Centre, Broad Sanctuary, Westminster, SW, 11.30

BOARD MEETINGS:  
Finals:

Amberley

Anglian Group

BTp

Charles Stanley

Cropper (J)

European Motor

European Telecom

Field Group

Great Portland Ests

Jarvis Hotels

Northern Foods

Severn Trent

Voxex

Wensex Water

Yates Bros Wine Lodges

Interims:

Firth Ribson

Fountainhead

Readicut Int'l

■ WEDNESDAY JUNE 10

COMPANY MEETINGS:

Ashley (Laura), Harbour

Rooms, South Dome, 1st Floor,

Docklands, London, E14 0RR

Harbour, SW, 2.00

Barlow, Chester Grosvenor

Hotel, Chester, 12.00

Bourne End Prop's, 9, Queen Anne Street, W, 12.00

Derby Trust, 1, Connaught

Ross, UBS Ltd, 100, Liverpool Street, EC, 2.00

Schroder Korea Fund, 33,

Gutter Lane, EC, 3.00

Springwood, The Stockyard,

Ashby Road, Osgathorpe,

Leicester, 11.00

BOARD MEETINGS:

Finals:

Comino

European Colour

Johnson Matthey

Macdonald Hotels

Monks Inv

Regal Prop

Starling Publishing

Symonds

York Waterworks

Interims:

Dewhurst

Lomira Africa

SHL

■ FRIDAY JUNE 12

COMPANY MEETINGS:

Bertam, Tallow Chandlers' Hall,

4, Dowgate Hill, EC, 12.00

Dewhirst Group, Merchant Taylors Hall, Aldwark, York, 12.00

Morgan Crucible, Hotel Intercontinental, 1, Hamilton Place, Hyde Park Corner, W, 12.30

Oxford Molecular, The Magdalen Centre, Oxford Science Park, Oxford, 10.00

Rowe Evans, Tallow Chandlers' Hall, 4, Dowgate Hill, EC, 12.30

Company meetings are annual general meetings unless otherwise stated.

Reports and accounts are normally available until approximately six weeks after the board meeting to approve the preliminary results.

This list is not comprehensive since companies are no longer obliged to notify the Stock Exchange of imminent announcements.

## CONFERENCES &amp; COURSES

## CONFERENCES

## Conferences &amp; Courses

**JUNE 10**  
**In-Trade '98**  
Invitation to meet the Sharjah Chamber of Commerce delegation, Sharjah Airport International Free Zone, Karrara Free Zone and Sharjah Commerce & Tourism Development Authority, at a special briefing, "Decide on Sharjah", within the exhibition from 1.30 pm to 2.30 pm.  
10 June 1998, 10am-4pm, at the UK companies involved in advertising, storage, distribution, transhipment, processing, canning and packing, manufacture and trading.

**Olympia 2, LONDON**  
**JUNE 18**  
**The 3rd World Aluminum Conference**  
Speakers confirmed for this event, in association with CRU International, include senior executives from Alcan, Alumina, Rio Tinto, British Smelting & Refining, Alusuisse, Kansai Aluminum Industries SDH, BHP, Alusuisse Inc and Mumtaz Al. Contact: Lucinda Roberts, FT Conferences, Tel: +44 171 896 3200, Fax: +44 171 896 2696, Email: lucinda@pearson-pro.com, Web: www.pearson-pro.com

**LONDON**

**JUNE 22 & 23**  
**The 21st Annual FT World Gold Conference**  
Confirmed speakers include Mr Peter Fava, Chairman, LBMA, Head of Precious Metals, HSBC Midland, Mr Bobbi Goldstein, Chief Executive Officer, Anglo American, Mr David G. H. Jones, Vice Chairman, Gold Fields Mineral Services Ltd, Dr Paul Frank, Head of Treasury Strategy, Deutsche Anadarko Natural Gas and Mr Alan J. Wilton, President and Chief Executive Officer, Place Domé. Contact: Sarah Gibbs, FT Conferences, Tel: +44 171 896 3200, Fax: +44 171 896 2696, Email: sarah@pearson-pro.com

**LONDON**

**JUNE 23**  
**Seminar on Strategic Issues facing the ESI**  
• Economic efficiency, regulation, price and security and how efficiency and stability can be maximised. Seminar or supply chain management, strategic alliances and network capability acquisition.  
• Non-traditional arrangements developed between regulators and business sectors.  
Contact: Mr John G. Keay, Director of Electrical Engineers, Tel: +44 171 442 4233, Date: Tuesday, 23 June 1998, Room 5pm, Email: jkeay@btconnect.com, Tel: +44 171 442 4233, Fax: +44 171 442 4233, Email: jkeay@btconnect.com

**LONDON**

**JUNE 17 - 19**  
**Courses: Introduction to Oil Industry Operations and Petroleum Economics**  
Organised by The Institute of Petroleum, these courses are aimed at participants from oil companies and service companies, analysts, government organisations who require an informed and concise introduction to the economic and commercial background of the oil and gas industry. Tel: +44 171 442 4233, Fax: +44 171 442 4233, Email: iop@btconnect.com, Internet: http://www.iop.org

**LONDON**

**JUNE 17 - 24**  
**Courses: Introduction to Oil Industry Operations and Petroleum Economics**

Organised by The Institute of Petroleum, these courses are aimed at participants from oil companies and service companies, analysts, government organisations who require an informed and concise introduction to the economic and commercial background of the oil and gas industry. Tel: +44 171 442 4233, Fax: +44 171 442 4233, Email: iop@btconnect.com, Internet: http://www.iop.org

**LONDON**

**JUNE 17 - 19**  
**Accounting Skills for Non-Financial Staff**

The Management of Finance • Basic Accounting Principles • How Financial Statements are Generated • Profit and Loss Accounts and Balance Sheet • Capital Re-financing, Management Accounts, Breakdown Analysis • Financial Evaluation • Key Ratios • Statement of Cash Flows • Management Control, Costing & VAT

Contact: Richard Hitchcock, Tel: +44 171 442 4233, Fax: +44 171 442 4233, Email: richard.hitchcock@iop.org, Internet: http://www.iop.org

**LONDON**

**JUNE 17 - 24**  
**Courses: Introduction to Oil Industry Operations and Petroleum Economics**

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**LONDON**

جئنا من الاحوال

FINANCIAL TIMES MONDAY JUNE 8 1998 \*

# WEAPONS THAT BLIND OR POISON HAVE BEEN BANNED. SO WHY IS THE WEAPON THAT DID THIS STILL LEGAL?

There are some weapons so abhorrent that their use simply cannot be permitted.

The horrific effects of poison gas in World War I saw this weapon banned in 1925.

The insidious blinding laser joined this list in 1996.

But there is one weapon that causes untold human suffering and still continues to be used.

That weapon is the landmine.

Anti-personnel landmines are frequently laid in a haphazard fashion and continue to operate long after a conflict has ended.

Which means the victims tend not to be soldiers with ample medical support, but poor men, women and children playing no part in the conflict.

Today, somewhere in the world the life of another young child will be cruelly shattered by one of these weapons.

Just one of seventy civilians who fall victim to the landmine every single day.

That is why the International



Committee of the Red Cross is leading the call for a total ban on the production, export, use and stockpiling of anti-personnel landmines.

The weapon that mutilated this defenceless child cannot be

allowed to continue its carnage.

Before another century starts, landmines must be stopped.



INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)  
**LANDMINES MUST BE STOPPED**

# INSIDE TRACK

PROFILE JÜRGEN DORMANN, CHAIRMAN OF HOECHST

## Defender of the revolution remains loyal to strategy

The man who broke down barriers at the German chemicals group tells Graham Bowley his policy is right but getting his ideas across is a problem

If Jürgen Dormann is feeling any strain, the 58-year-old chairman of Hoechst, the German chemical and pharmaceuticals group, does not show it. He is relaxed and tanned, and there is a twinkle in his eyes as he leans forward to explain why he will not abandon the revolution he has set in motion at his company.

"The strategy is unchanged. We have outlined that we want to focus on life sciences and we are doing that, step-by-step," he says.

But summer 1998, four years after he took over the top job at Hoechst, finds Mr Dormann at a low ebb. First, investors have become impatient at delays in restructuring. Their frustration depressed Hoechst shares - by mid-May they had underperformed the shares of Germany's top 30 companies by 30 per cent during the previous year, although in recent weeks they have begun to recover. For a man who was once the stock market's darling, who set out declaring he would be judged by the financial markets, that is a heavy burden.

Second, the reason Hoechst shares have rallied may not be altogether welcome. There have been persistent rumours that rival chemical companies may be preparing a takeover bid. Mr Dormann is also facing revolt from employees protesting at job cuts (the workforce will be reduced by almost 80,000 by next year, although this is due to divestitures as well as redundancies) and spending reductions. Some in Germany portray Mr Dormann as a cruel destroyer of jobs who is ruining a once-proud German company.

When asked about the pressure he must be feeling, the calm exterior of this lean, aesthetic intellectual becomes ruffled, his eyes flash and he dismisses the question with a wave of his hand. He admits to mistakes but not of

HMR was to be floated to provide Dormann with funds to buy the remaining stake Hoechst did not own in Roussel Uclaf. The Roussel minority shareholders would be allowed to swap their stake for shares in the newly floated HMR. But Mr Dormann says that circumstances changed, making the flotation undesirable.

Just over a year ago, the revolution was on track. Mr Dormann was breaking down barriers at Hoechst. He was making the company more transparent for investors, adopting international accounting standards, preparing for a listing on the New York Stock Exchange and linking executive salaries to the share price.

Most importantly, he was dividing the sprawling, old-fashioned chemicals conglomerate, Europe's biggest, into several separate businesses. This clearer structure meant each division

Trevira polyester businesses and has raised the idea of floating Celanese, its organic chemicals business, and Ticona, the polymers unit. This has won praise from analysts and could be the real explanation for the rally in the Hoechst share price.

But the disposals are not Mr Dormann's only problem. HMR, the pharmaceuticals division that is now Hoechst's main business, is not performing well. There are cultural problems in joining together three very different companies in separate countries. There are also worries that HMR's laboratories are not coming up with enough exciting new drugs to ensure a bright future.

Mr Dormann defends the change that has turned HMR on its head. He says restructuring was necessary to break the cosy practices that used to typify Hoechst. "The changes we made and the noise we caused were because some people did not want to see change... Over the last 10 years we have invested DM18bn (£8.1bn) in research and development in pharmaceuticals alone. This cannot go on. The question is not just to spend money for R&D but to bring products to the market and make money."

But he admits that his task is to deflate expectations. He plays down the 1999 profit target - operating profits at 20 per cent of sales by the end of that year - and asks investors to concentrate on the drugs HMR has in the pipeline, which he insists is improving.

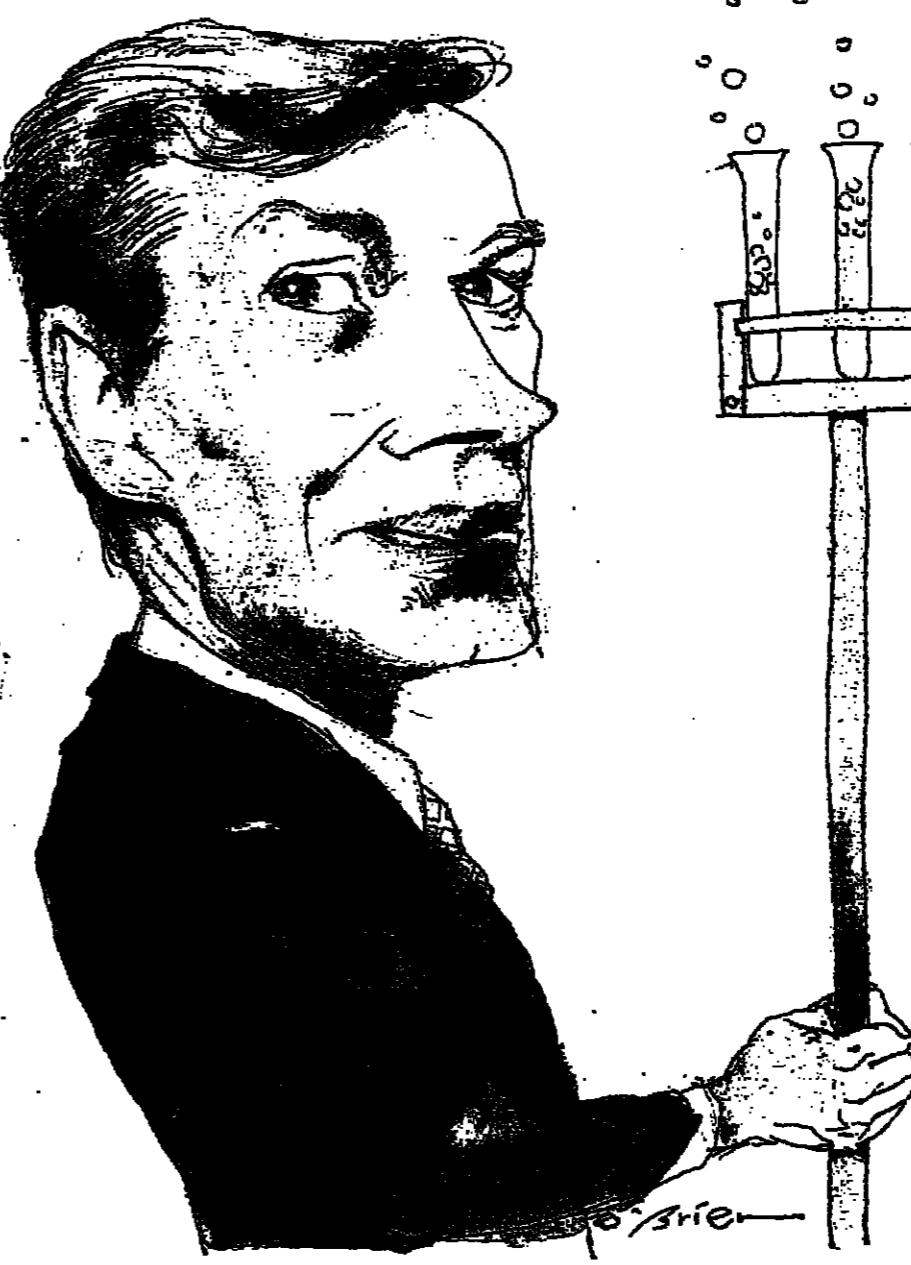
Until Hoechst is once more valued by the stock market as it should be, he says, it will stay aloof from the pressures towards consolidation that are being felt elsewhere in the industry.

But Mr Dormann draws comfort from the fact that Hoechst shares remain the most actively traded of any German company on the New York Stock Exchange, where Hoechst listed last autumn. "There is a high degree of interest. We stick to our strategy and we come back," he says, the sparkle returning to his eyes.

euphoria surrounding Hoechst but then the market began to take a more circumspect view about what to believe about the pace of structural change."

Mr Dormann remains unapologetic: "I am convinced today it was the right decision to keep 100 per cent of the business. These were the right moves. But how to communicate this back in 1996 and in a very short time?" He shrugs. Since then investors have attacked Mr Dormann because other businesses earmarked for disposal, such as Messer, the industrial gases group, have still not been sold or spun off. But Mr Dormann insists he will not be pressed into selling.

In the past weeks, he has nevertheless begun to address this criticism: Hoechst has rushed through the sale of most of its



### ESSENTIAL GUIDE TO JÜRGEN DORMANN

**Early life:** born Heidelberg, January 1940. He is no chemist, but studied instead history, music, literature and economics at universities in Cologne, Berlin, Würzburg, Basle and Heidelberg.

**Career:** has spent 35 years of his life slowly climbing the corporate ladder at Hoechst.

Joined in 1963, in one of its sales and marketing departments. Became a board member in 1984.

Made a name for himself in 1986 when he oversaw the takeover of Celanese Corporation of the US, a division he now plans to float or sell.

In 1987, became chief financial officer, with special responsibilities for information technology.

Appointed chairman in April 1994, replacing the dour Wolfgang Hilger.

Says he had recognised what needed to be changed at the company long before he was

promoted to the top job. Social life and hobbies: a father of four, he likes hill-walking, reading, and football among his hobbies.

Told a newspaper in 1994 that his desired occupation was to be a writer.

Favourite author: Goethe.

Favourite composer: Mozart.

Motto: *Der Mensch ist - solang er strabt; roughly translated as he who tries hard will make mistakes.*

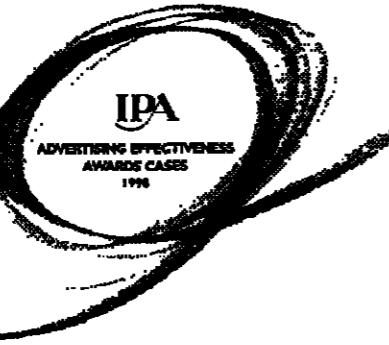
## Who is the best judge of advertising effectiveness?

The FD? The MD?  
Or the HR Director?

### Announcing the Final Judging Panel of the 1998 IPA Advertising Effectiveness Awards

This year's judging panel for the 10th biennial IPA Advertising Effectiveness Awards brings together chairmen and chief executives, finance and marketing, business development and personnel.

All united in a common cause: to evaluate advertising's contribution to consumer sales, employee morale, supplier loyalty and shareholder value. In short, to examine the manifold ways in which effective advertising impacts on total company performance, and to award prizes accordingly.



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IN ASSOCIATION WITH ISA, THE MARKETING COUNCIL AND THE CHARTERED INSTITUTE OF MARKETING

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Tel: 0171 201 8206 Fax: 0171 245 9904 e-mail: [lesley@ipa.co.uk](mailto:lesley@ipa.co.uk)

LUCY KELLAWAY

## No easy way to fire Gazza

There are some pieces of news that will always go down badly and some situations for which management tips are futile

Here is how you are supposed to sack someone. You call them into your room on any day apart from Friday. You tell them clearly that they are fired and you give a reason. Then you shut up, allowing the person to go through the usual cycle of disbelief, anger, depression and acceptance.

On the face of it, Glenn Hoddle, manager of the England football team, did not start off too badly.

"Paul," he apparently told the recalcitrant star. "I'm sorry but you are not coming to France. You are not fit enough." As messages go, it could not have been clearer.

But instead of going through a cycle, Gazza went through a loop and stayed there. "I completely lost it," he told The Sun. "I went mad, berserk. I was shouting and swearing. I couldn't believe the injustice of it."

Management texts suggest the best way of dealing with someone who is angry is to say something like "I can see that you are angry". Hoddle evidently did not try that one; if he had, he might have ended up in hospital.

But could he have handled it better? According to the Industrial Society, he could. For a start, there is no excuse for delivering a bolt from the blue. Any manager who has not prepared the ground in advance has not done his job properly.

Second, the message could have been better packaged with more supporting evidence, concentrating more on the *what* than the *who*. And finally, Hoddle should have made sure that Gazza had somewhere neutral to go afterwards to cool down.

All good advice, probably, but I am not convinced that any number of management tips would have made any difference. There are some pieces of news that are always going to go down badly and there are some people who are always going

to go berserk. Had I been in Hoddle's position, I would have done one thing differently. I would have gone out and bought a panic button of the sort used by personnel officers in one big bank recently when it went on a firing binge.

I regret to inform you that managementspeak has become even trickier. It is no longer enough to learn new buzzwords: now simple, everyday words suddenly mean something else.

Take the following example from the annual report of consultants Greenwich Associates: "True growth is very different from mere expansion - because 'Growth' means getting *better*, while 'Expansion' only means getting *bigger*."

That was news to me, and if it had come from anyone else I would have binned it. But Greenwich Associates is at the forefront of managementspeak and deserves to be taken very seriously indeed.

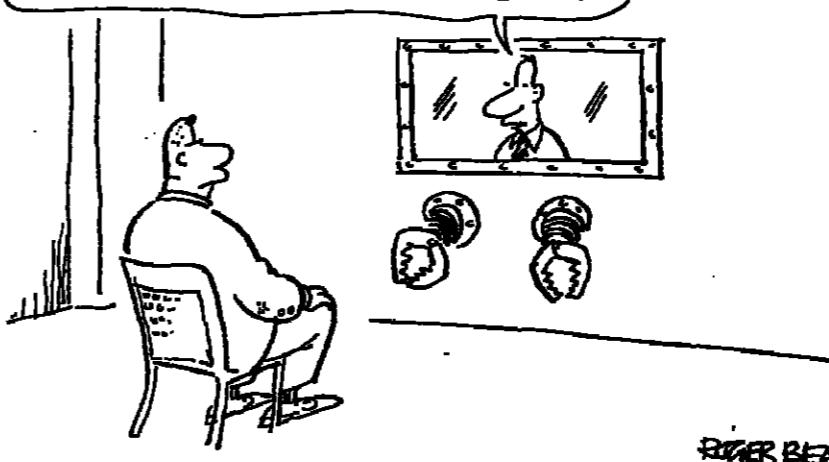
Consider its motto: "Our continuing Dream is to develop as a professional firm that continues to

achieve greater and greater sustainable harmony between the disciplines of internal and external objectives." This is the perfect mission statement. It sounds impressive with all those lovely words. But when you start to unpick it, it seems to mean nothing whatsoever, which is presumably the point. The only weak spot is the "continuing Dream", which implies that the company will remain fast asleep, which may not be quite the message they want to get across. Unless the unusual use of the capital D is a signal that they have changed the meaning of the word dream as well.

Take care if you have been to the dentist recently. Take extra care if you have a new suit, a new haircut, if you leave work on time, or if you ever talk quietly on the telephone. All are tell-tale signs that you are secretly looking for a new job. That is according to a survey by headhunter Robert Half.

I can offer some simpler explanations. I go to the dentist a great deal, a sign that my teeth are terrible. I always leave work on time, a sign of my superior time management. If I wear something new, it suggests I have been shopping. A new haircut signals that my hair had got too long, and talking quietly on the phone is a sign that I have a life outside work. If I happen not to be looking for another job, it may be because my employer is sensible enough to allow me to do all these things without jumping to any conclusions.

FIRST, LET ME SAY ON BEHALF OF THE PERSONNEL DEPARTMENT HOW MUCH THE COMPANY HAS VALUED YOUR CONTRIBUTION OVER THE YEARS



جامعة العجمي

TECHNOLOGY

Chinese access  
says Kerrey

Oil put down

recaptures Baid

banks 'scared'

need at Aeromex

INTERVIEW LUCA DI MONTEZEMOLO, CHAIRMAN OF FERRARI

## Enthusiast numero uno

**Paul Betts** finds the man behind the revival of the legendary marque is perfectly suited to the part

**L**uca di Montezemolo is the kind of man you expect to find driving a Ferrari. Good-looking, flamboyant, charming in that easy, jet-setting manner. You would expect him to dabble either in the film or fashion business – perhaps both. Yet Mr Montezemolo has run for the past eight years what he himself concedes is a most peculiar manufacturing company.

After organising the 1990 soccer world cup in Italy, he was brought in by Fiat, the Turin automotive conglomerate, to revive the flagging fortunes of Ferrari. Fiat's pedigree sports car subsidiary had fallen on hard times, both on the Formula One circuit and in the commercial market.

Its legendary founder, Enzo Ferrari, died in 1988 and the company had lost its way. It was battered by the crisis that hit the world car industry in the early 1990s, and if it was selling cars it was solely because of its name.

This is no longer the case. Ferrari is back on top, giving McLaren a run for its money in the F1 championship and manufacturing again what are arguably the best and most exciting sports cars in the world in spite of growing competition from bigger rivals such as Porsche, BMW, Mercedes, Jaguar and Aston Martin.

As Michael Schumacher sprints around the nearby F1 test track, Mr Montezemolo explains why Ferrari is unusual. It does virtually everything in-house at its small plant in Maranello, Italy.

At the beginning of the 1990s, Ferrari's range was based on two models, "with

out the central Italian city of Modena: from the foundry to the final assembly line. "We are like General Motors with the same problem, but on a smaller scale," he says.

"We sell our cars in 40 markets accounting for about 90 per cent of the world automotive market.

And we export 90 per cent of our production. In this we are similar to the fashion industry except they only export design while we also export technology."

After reorganising and re-engineering the plant, winning important labour concessions to improve productivity through a system of performance pay related to quality of output, Ferrari renewed its car range "keeping the key elements of a Ferrari but addressing new market demands".

The three main characteristics of a Ferrari, Mr Montezemolo says, are extreme performance, design and emotion of driving.

"Extreme performance is not just speed. These days you can buy a Golf GTI with super speed. It means you can do anything such as braking in one centimetre. The car also has to be like a girl making you fall in love at first sight. As for emotions, the engine must sing to you and the car must make you feel you are driving something unique."

To consolidate its position in the super sports car market, Ferrari continues to glean new technology from its motor racing activities. It recently adapted its F1 transmission system whereby the driver changes gear by flicking small panels

on each side of the steering wheel to its 355 sports cars. Mr Montezemolo believes the system will eventually "revolutionise the way we drive". Already BMW is considering introducing such a system and Fiat is also planning to adapt it to some of its models.

The problem for Ferrari is that there is a limit to extremes. "You can't keep pushing the prices up [they start at \$150,000] because you might as well then buy a helicopter and you can't keep pushing up performance because you will end up with a jet and not a car," Mr Montezemolo says.

For this reason, he has also been nurturing the Ferrari *numero uno* image. The

idea is to make Ferrari owners feel special. Thus customers since last year can customise their cars to make them unique. Customers can also tour the plant, take special driving courses and gain a *pilota Ferrari* certificate, and acquire a range of products from expensive watches to golf bags developed under careful licensing and merchandising agreements to protect and enhance the famous brand.

"It's also quite a good little business," he says. Merchandising last year earned Ferrari £30m in royalties. Displaying on his desk samples of his catalogue, Mr Montezemolo quickly adds he has no intention of turning Ferrari into a "supermarket".



Montezemolo: 'The car has to be like a girl making you fall in love'

Mr Montezemolo's plan is to make Ferrari owners feel special. Thus customers since last year can customise their cars to make them unique. Customers can also tour the plant, take special driving courses and gain a *pilota Ferrari* certificate, and acquire a range of products from expensive watches to golf bags developed under careful licensing and merchandising agreements to protect and enhance the famous brand.

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### MANAGEMENT Maserati's modernisation

## Rebirth in the fast lane

**John Griffiths** on the uniting of Fiat's two luxury car operations for a global relaunch

**A** network of 1,000 component makers supplying Fiat's Ferrari and Maserati exotic car subsidiaries is to be cut to fewer than 400 as part of a global relaunch for Maserati, the luxury sports carmaker bought by the Fiat group from De Tommaso in 1993 to save it from bankruptcy.

Maserati, which has been placed under the control of Ferrari managing director Paolo Marinsek, is to share components suppliers – although few components and showrooms with Ferrari. The two companies will also develop joint logistics, administrative and other activities where savings can be made without compromising either company's identity, says Mr Marinsek.

The 60-year-old Maserati factory at Modena, northern Italy, has been completely re-equipped by Coman, Fiat's robotics and process equipment subsidiary. There will be several new models – the first a coupé to be unveiled in Paris in September.

The modernisation of the factory aims to demonstrate that the severe quality problems that have plagued Maserati – last year sales fell to less than 700 – are a thing of the past, says Sergio Borsari, production director. The assembly facilities, to which more than 200 workers are returning, include a line of advanced "cradles" allowing the first car in production – a heavily revised version of the Quattroporte saloon – to be worked on from any angle. Some 400 of the car's 800 main components have been changed as part of the quality drive, says Mr Marinsek. Some £20m (\$27m) is being

invested in Maserati's revival – a small amount by Fiat standards but significant for an operation that expects to produce only 1,000 cars this year, 2,000 in 1999 and not reach 6,000 units until early next century. Break-even should come at the 3,000-a-year level, according to Mr Marinsek.

However, a question mark hangs over the true extent of Fiat's ambitions for Maserati. Its cars, which will include an open two-seater and new saloon by 2002, aim to sell in the \$70,000-\$125,000 (£43,000-£76,000) range – similar to Jaguar models achieving 40,000 annual sales or more.

"Maserati is not much like a Jaguar; it is more sporty and appeals to a smaller market," says Mr Marinsek. Nevertheless, he does not rule out Maserati's output eventually rising above 6,000 – although to do so would require an additional plant.

This would not present too many difficulties, as the Modena plant is mainly an assembly facility. Bodies for the Quattroporte are delivered from Goldcar, an independent fabricator in Turin, to Ferrari where they are painted before being shipped from Modena. Gearboxes are supplied by independents Getrag and BTR. The twin-turbocharged engines are Maserati's, but are assembled at Modena. The engine castings come from Zeus, the UK foundry concern, and Ferrari's foundry at Maranello. And the new coupé's body is outsourced from Turin bodybuilder Itcar.

Maserati's dealer network will more than double to 30 countries. By September it intends to have 115 dealers compared with the current 51 – an ambitious programme made possible by giving Maserati space in 82 Ferrari dealers' showrooms.

One of the most significant steps for Maserati's rebirth will come in 2001, when the launch of a two-seater convertible will take the company back into the North American market, from which it has been absent for some years. The product range will be completed with an all-new saloon a year later.



High tech: The 'cradles' at the re-equipped Modena factory

TIM JACKSON  
ON THE WEB

## Persistence translates into success

Many internet-based companies fail first time round. But reassessing the business model may often transmute failure

Businesses on the web, like those elsewhere, often succeed at the second attempt after an early version has proven flawed. A case in point is OnSale, the online auction house that was forced to abandon acting as an agent for sellers and instead became a retailer. Its third birthday this month, OnSale is now a public company with a market capitalisation of about \$500m (£366m).

With hindsight, the shift in emphasis may seem obvious, but at the time things can look very different. Take Aleph.com, an online translation agency covered in this column in April 1997.

Aleph was founded by Michael Demetrios, a San Francisco-based consultant, on the premise that the fragmented translation industry is ripe for consolidation via the internet. With his own money and a single backer, Mr Demetrios built a web site where customers

needing translations could specify the languages they wanted, browse the CVs of individual translators, and obtain a quote based on word length and experience of translator. Jobs were sent to and from translators all over the world via e-mail.

The service had advantages over traditional agencies. Translators generally live in the country of the language they are translating, implying more familiarity than an expatriate who lives abroad. And Aleph used its low costs to reduce prices – receiving 10-35 per cent of the price, compared with 50 per cent charged by most agencies.

By April 1997 Mr Demetrios had signed up blue-chip customers including Rockwell, The Gap, Hewlett-Packard, Boeing and Bell Labs, as well as 3,000 translators.

However, there was little business, and, according to one account, Aleph failed to raise the \$500,000 needed to achieve \$3m in sales.

At the same time he made a presentation at the Venture Market conference organised by the Red Herring magazine in San Francisco. Among his audience was Massimo Fuchs of WorldPoint, an Hawaii-based electronic-commerce company. Last autumn WorldPoint acquired Aleph, paying for the company with an undisclosed quantity of its own stock. An indication of the price can be seen from Mr Fuchs' estimate that Aleph's sales in 1997 were \$150,000.

Last week WorldPoint reappeared at the London Venture Market conference reborn as a company on a mission to offer "one-click multilingual communications solutions".

Mr Fuchs has made several changes to the Aleph business model. Goals are the translator's CVs. WorldPoint promotes itself as a seamless translation brand with quality-assurance. Gone too is the

system of sending documents back and forth by e-mail.

Instead, a young developer at WorldPoint called Olin Legon has written a user interface that automates the process of translating a web site. After opening an account with a credit card – a process that takes only 90 seconds – you can set target languages and check off what needs to be translated from a list produced automatically by the software. WorldPoint chooses the translator, sets a price for each language, and provides an automated quote based on the word length of each web page.

But the company is not positioning itself only as a service for web sites.

WorldPoint is developing a software plug-in for Microsoft Word, which can be downloaded free of the web and will add an item to the program's file menu

allowing customers to send a document to WorldPoint for translation in a few clicks.

The company is also working on a plug-in for the Eudora e-mail package.

Mr Fuchs claims the company has sold

translation services worth \$200,000 during the past six weeks. He says it is on target for sales of \$3m this year and \$15m next year. The company has also agreed to sell one-seventh of its assets to venture capitalists for \$5m.

Mr Fuchs argues that the translation market is worth \$20bn and is growing at an annual rate of 30 per cent. WorldPoint would, of course, need only a tiny slice of that to justify the most aggressive valuation.

But the important point

behind Aleph's failure to capitalise on its first-mover advantage may be that users of translation services prefer meeting the agency

providing the service. So Mr Fuchs is setting up offices in Honolulu, Dallas, San

Francisco, Zurich and possibly Tokyo.

That may well be the magic ingredient that turns Aleph into OnSale. But it is worth remembering that the creature whose persistence prompted Robert the Bruce to invent the proverb "If at first you don't succeed, try, try again" was a spider spinning a web.

Many internet-based companies fail first time round. But reassessing the business model may often transmute failure

### INSIDE TRACK

#### BUSINESS TRAVEL DUBLIN

## Cool Hibernia gets better – and busier

Gillian Upton finds that as the economy thrives, standards are improving

Forget Cool Britannia – the action is in Cool Hibernia.

Ireland's vibrant economy is attracting a crowd of international companies, including US computer groups, UK retailers and home-grown construction companies. For the business visitor to Dublin, this brings advantages and disadvantages.

There has been a rash of hotel openings, while others have been spruced up. The influx of foreigners has also raised standards in restaurants, which include Ireland's first two-star Michelin venue, Restaurant Patrick Guilbaud in the Merrion Hotel.

Four Seasons hotel will open at the end of next year, and there are at least another three projects, including a Sheraton or Westin. By the end of next year, there will be 4,000 rooms in Dublin of 3-star quality and above.

The Clarence began the renaissance two years ago. A

discreet, 50-bedroom designer hotel in the trendy Temple Bar area, its understated design, good service,

comfortable rooms, great restaurant and lively bar attract city brokers and media workers. Rooms are from £1275 (\$246).

A budget option is the nearby Morgan, another contemporary hotel (rooms from £85). Ask for room at the back, because of proximity to the Thunder Rock Café.

Removations have also put Dublin's grand dame, the Shelbourne Meridien on St Stephen's Green, back on the map. Even its famous Tewish Bar has had a lick of paint.

Patrick Guilbaud, in the Merrion Hotel.

Fortune magazine cited

quality of life when it named Dublin as best city in Europe for business, beating Amsterdam and Barcelona.

However, there is a downside to all this activity. Allow plenty of time to get to appointments, as traffic congestion is appalling. The city is to build an underground city rail system and surface system in the suburbs – but relief is a long way off. The first phase will not open until 2002.

Taxis in Dublin can be

rare. Too few licences are given and there is a strong lobby against granting more. It is best to order one from a hotel. The wait can be interminable, so book ahead.

Demand for conference and meeting space is not being satisfied either. The Irish government is currently deliberating over

Grabbing all the attention has been the Merrion, a traditional hotel designed around four Georgian townhouses opposite the parliament. It offers grand marble bathrooms, in-room business facilities, an elegant public drawing room, extensive spa and three restaurants. Rooms from £1150.

Renovations have also put

Shelburne's grand dame,

the Shelburne Meridien on St

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nearby Morgan, another con-

temporary hotel (rooms from £85). Ask for room at the back, because of proximity to the Thunder Rock Café.

#### Essential Guide to Dublin

Airlines: Aer Lingus, British Airways, British Midland, City Jet, Jersey European, Manx Air and Ryanair.

Hotels: (01 353 1) Clarence, 6-8 Wellington Quay, tel 670 9000, fax 670 7800.

Fitzwilliam, tel 478 7878. (A

Summit Hotel, tel: 0800 556555.

Temple Bar, tel 679 3939, fax

Car hire: Alamo, tel 8444 086; Budget, tel 8445 150; Hertz, tel

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## BUSINESS EDUCATION OUTDOOR LEARNING

# A breath of fresh air for managers

**Della Bradshaw**  
takes a strictly  
non-participatory  
look at outdoor  
team building

One wanted to be an elephant; another chose to be a giraffe; a third elected to be a cat; and a fourth a snake. Animal roles chosen, the 15 women standing side-by-side on the log waited for their instructions. They had to realign, with the largest animal at one end of the log, the smallest at the other. They had five minutes to do it and, of course, they were not allowed to step off the log.

Should they climb over each other, shimmy past each other face-to-face, or devise some other scheme for changing places? One point of the exercise was that they had to "snuggle up" to each other in order to complete the job, as one of the staff at Ashridge Management College put it.

For those who derive the "touchy-feely" school of management training, "snuggling up" is probably the final straw. But Ashridge, which is situated deep in the Hertfordshire countryside, has made personal development and softer skills the hallmark of both

its executive courses and MBA programme. And for many participants, outdoor learning may prove to be the highlight of the programme.

Their five minutes up, the 15 women got down from their log disheathed at failing the task in hand. But failure on the first element is often built into programmes such as this, explains Keith Milner, director of Ashridge's two-year MBA programme. "To begin with they are not a real team. They are a pseudo team. They are working together but at less than the ability of the worst."

As the afternoon progresses – an Ashridge outdoor session would typically last one afternoon – the participants learn to work together. Different elements of the course may be organised to make the programme more or less challenging. Mr Milner admits that he can often be pretty tough on his MBA participants, sometimes setting the exercise up to ensure they fail, at other times throwing in surprise elements halfway through the programme to see how they cope. Such an approach can produce positive results on a longer course.

Kate Charlton, corporate development director at Ashridge and organiser of the



one-week Business Leadership for Women programme, takes a much kinder view of her course participants, who come from a host of different backgrounds and companies.

Throughout the afternoon they were encouraged to reward good work, listen to less forceful members of their group, and follow their individual "learning goal", which could be anything from being more assertive to just "chilling out a bit".

The crux of outdoor learning is the debriefing that follows each exercise and the debrief that follows the whole afternoon's exercise, says Mr Milner. "The group increasingly takes responsibility for the quality of the debrief. This way they can acquire the skills themselves to take back to the workplace."

The outdoor learning environment (known as *céle* to staff and course participants

and others to promote consultation. Taking course participants outside the classroom robs them of their usual business props, says Mr Milner: "If you take them outside, then they are not pulling on the flip-chart approach. They have to pull on other resources."

Not surprisingly, many participants find the concept daunting. Many, says Mr Milner, are afraid of the unknown, others afraid of being embarrassed. However, with many Ashridge participants aged in their fifties and sixties, he stresses that the exercises are not meant to be either physically or emotionally difficult, unlike many outdoor learning centres where the equipment may resemble an army assault course.

Pregnant women have happily completed the programme – as has one man with an artificial leg.

Nonetheless, there is some physical effort involved. At the end of one exercise, where the individuals had to squeeze through the space between the ropes of an enormous mesh – known as the spider's web – Ms Charlton asked the participants whether they would like to change anything before the next exercise. "Yes," came one reply. "Lose three stone."

number of European business schools as well as MIT and the University of Singapore. Manchester: <http://www.mbs.ac.uk>

## Insead bags European case awards

Insead has swept the board at the 1998 European case awards, which honour the most popular case studies produced by European business schools. The school scooped five of the seven awards, including the much coveted overall winner.

The winner was the Zantac case, written by Insead professors Richard Angelmar and Christian Pirsch. Insead also won in the accounting, finance, human resource management and production and operations management categories.

The winning marketing case was written by faculty from Lee in Barcelona, and is titled *Häagen-Dazs ice cream: the making of a global brand*. The Copenhagen Business School won the policy and general management award for a case by three of its faculty about Nokia.

The awards are given by the European Case Clearing House and are based on new adoptions over the past five years – that is, the number of times the case is used to teach at business schools or in companies.

Insead: [www.insead.fr](http://www.insead.fr)

## Sound advice on presentation

Business school faculty from Indiana University is learning the skill of delivering soundbites. The Kelley School of Business is sponsoring its own business television show, which appears every Sunday morning after the big-budget political shows.

For its annual sponsorship of \$200,000 (£122,000) the school gets three 30-second spots each episode plus a two-minute business commentary.

Kelley: [www.bus.indiana.edu/](http://www.bus.indiana.edu/)

## Getting to the core questions

First-year MBA students at the Anderson school at UCLA have eschewed the case study in favour of learning about corporate strategy through a living case: Apple Computer.

The students have been analysing the turnaround at Apple by questioning board members who visited the school in March and April. The living case will culminate in a showcase of the 10 best student group presentations to Apple executives later this month.

Anderson School, UCLA: [www.anderson.ucla.edu/](http://www.anderson.ucla.edu/)

## Sharpen up on marketing skills

Manchester Business School

in the UK is holding a free

seminar entitled *Cutting Edge Issues in Marketing* at the

business school on June 19.

Developed in conjunction

with the Manchester Chamber

of Commerce, the one-day

forum is intended for middle

and senior managers with

decision-making authority.

● The Centre for Comparative Research on Economic Systems and Organisational Change at Manchester Business School is running a workshop on the Asian economic crisis on June 9. Speakers will come from a

number of countries.

Information for News from Campus should be sent to Della Bradshaw,

The Financial Times, One Southwark Bridge, London SE1 9HL.

Tel: 44 171 873 4673 Fax 44 171 873 3950

Richard Donkin

Executive development

The Strathclyde Graduate Business School in Glasgow

has launched a series of executive development programmes. They include Knowledge Management

(June 11), the ABC of Customer Care (June 22/23)

and Global Marketing and Strategic Alliances (June 29).

Strathclyde: UK, (0141) 553 6167

Information for News from Campus should be sent to Della Bradshaw,

The Financial Times, One Southwark Bridge, London SE1 9HL.

Tel: 44 171 873 4673 Fax 44 171 873 3950

Richard Donkin

## POTTED GURUS ABRAHAM MASLOW

Elton Mayo's observations during the 1920s that the spur to higher achievement was governed by more subtle mechanisms than those employed by scientific management may have done little to persuade business. Nonetheless, his work helped stimulate study of human motivation. Mayo and Mary Parker Follett, a US political scientist, carried the banner for a humanistic approach to management that rejected the stopwatch-inspired controls of Frederick Taylor. They also paved the way for a new branch of workplace psychology dedicated to the study of motivation.

Among the most influential of these studies were those carried out by Abraham Maslow, a behavioural psychologist who, while working as an assistant professor at Brooklyn College in 1943, drew up a list of human needs that had to be satisfied as people strove to fulfil their individual potential.

This "hierarchy of needs" begins with the basics of food, warmth and shelter, making way to progressively more sophisticated categories and culminating in a need for "self-actualisation" – what might now be described as "doing your own thing". This occurs, according to the theory, after you have achieved economic and social fulfilment.

Frederick Herzberg fleshed out these theories in his 1959 book *Motivation to Work*, based on interviews with 203 engineers and accountants in 1958. He separated those elements of work which serve purely economic needs – pay, working condi-

tions, benefits and job security – from those which meet deeper aspirations – achievement, recognition, job satisfaction and personal development.

The traditional model – Theory X – assumed that people needed coercion to work. Theory Y assumed that people had a psychological need for work and responsibility.

The theory was put into practice by Procter and Gamble at a detergent factory in Augusta, Georgia, which Mr McGregor helped to design in the 1950s. The plant, which ran with self-

managed teams, proved a third more productive than any other of the company's plants.

The work of Messrs Mayo, Herzberg and McGregor has proved fertile ground for today's management theorists, including William Ouchi whose 1981 book, *Theory Z*, built on Mr McGregor's later work.

The theory was put into practice by Procter and Gamble at a detergent factory in Augusta, Georgia, which Mr McGregor helped to design in the 1950s. The plant, which ran with self-

JAMES BLITZ  
FILE FROM ROME

## The changing shape of family life

Italy's birth rate is declining rapidly as more couples opt for only one child

Every Sunday morning, my wife and I take our two children, Sam and Lara, for a stroll through the cobbled streets of Trastevere. More often than not, as the pushchair rattles over the pavement, we hear the odd remark from passers-by.

"Are they both yours?" is one frequent comment, even though there is no good reason to think the children belong to anybody else.

"You must have had twins" is another remark, even though – aged two-and-a-half – our two children look pretty dissimilar.

"Did you decide to have two children *on purpose*?" is a question we were once asked when striking up conversation near the frescoed steeple of Santa Maria in Trastevere.

Italians have a tremendous fondness for children as everyone knows, and *la famiglia* is one of the cornerstones of Italian life.

But one thing that seems to surprise Italians these days is the sight of a couple in the street with two or more children. It is increasingly the norm for Italian couples to have just one child. A growing reluctance to make babies has given this country one of the lowest birth rates in the world.

The declining number of children and the growing number of elderly people is the biggest problem facing our country in the next century," says Paolo Garonna, head of Istat, the Italian statistical institute. "Other countries face similar demographic problems, but the pace of change here is so great that it is tearing the fabric of society."

The statistics explain his concern. The Italian fertility rate is 1.2 children per woman, compared with nearly 3 in the US. Deaths have now outpaced births in

Moreover, there is a marked reluctance among Italians to leave the parental home before their late 20s or even 30s. Many are forced to stay at home because of the chronic shortage of residential accommodation in Italian universities, or because Italy's small rental market makes it hard to move out. Anyway, living at home with *la mamma* is not the embarrassment it might be elsewhere in Europe.

Nearly 60 per cent of Italians aged between 18 and 34 are still doing so.

Why does all this matter? Concerns about Europe's ageing population, declining workforce, and the implications this has for financing public pensions has been expressed for some time. Italy has one extra concern. It has a strikingly inefficient public administration which has always leaned heavily on the extended family to carry the burden for the failings of the state.

In many Italian households, it is the family that keeps the patient cheerful, making up for what is often minimal nursing care. In the southern regions, in particular, it is the family that is the shock absorber when young people hit hard times.

The Italian government provides few targeted benefits for the jobless, the sick and the disabled of the kind that exist in, for example, the UK. Instead, the Italian family plays the role of benefit office, acting as a kind of clearing house for generous state pensions that are paid to the head of the household.

It is not hard to see why Mr Garonna believes the declining birth rate tears the fabric of Italian society. The family is the warp and weft of Italian life. Its decline means Italy urgently needs to create a new and more efficient welfare state to replace the family in the next century.



Growing pains: Peter Goldsborough is working with plant DNA, analysing the way in which plants absorb cadmium

## ENVIRONMENT POLLUTION CLEARANCE

## A harvest of heavy metal

Genetically altered plants that absorb toxins can be used to clean contaminated industrial sites, says Gabriele Marcotti

Enter the term "phytoremediation" into your internet search engine and you will probably find more than 2,000 citations. Talk to your local environmental activist and he will most likely wax enthusiastic about the benefits of using heavy metal absorbing plants to cleanse toxic urban wastelands.

And if you have some extra venture capital lying around you may be steered towards companies such as New Jersey-based Phyto-Tech, which aims to develop and market phytoremediation techniques and has already worked on sites in Shefford and Chernobyl.

As environmental concerns grow, more and more cities are forced to deal with abandoned industrial sites where years of antiquated production techniques have left the ground teeming with toxic heavy metals.

Engineering-based solutions provide one approach to reclaiming the land, though they can be expensive (\$1m–\$3m [£600,000–£1.8m] per acre). Another alternative, employing chemical agents to extract the metals, often results in sterile, low-quality soil.

Enter phytoremediation, a promising, though largely untested technique. The idea is that because some plants naturally absorb certain heavy metals such as cadmium and mercury, they can be used to clean up industrial sites: simply fill the area with metal-absorbing plants, wait a while and then harvest the lot.

Obviously it's not quite that simple, but phytoremediation projects have enjoyed some success around the world. At the University of Georgia in the US for example, molecular biologist Rich Meagher has turned *Arabidopsis thaliana*, a distant cousin of the common cabbage, into a relatively efficient mercury

extractor by manipulating it genetically.

The now improved *Arabidopsis* has a shorter life span, so that it can be grown and harvested six or seven times a year, and grows up to 40cm in height, allowing it to absorb much more mercury.

Meanwhile, Peter Goldsborough, genetics professor at Purdue University in Indiana, is also working with plant DNA, but from a somewhat broader perspective.

Prof Goldsborough is analysing the way plants absorb cadmium and experimenting with both the absorption rate and the partitioning of the metal once it is absorbed (where it will be stored in the plant).

"Obviously if you're going to use plants to clean-up toxic sites you'll want to increase the absorption rate," he says. "But in many cases you want to decrease it. For example, if you are growing a vegetable crop in Poland or elsewhere in east-

ern Europe which has suffered from pollution, you will want to decrease the uptake of metals."

"Also, we are trying to determine how it is partitioned, whether it is in the roots or the shoots. Clearly, in the case of phytoremediation plants, you would want the metal stored in the shoots, where it can be easily harvested."

That is the next step: once the plants are harvested, the metals could be extracted and – theoretically, for now – recycled.

Heavy metals' most annoying characteristic, that it is very difficult to get rid of them, is also potentially their biggest strength: they can be used again and again.

This is why companies such as DuPont in the US and British Nuclear Fuels in the UK are investigating the feasibility of phytoremediation, not just for its clean-up abilities, but also for its recycling potential.

"At the moment, it still is not a widely accepted technology, but that's likely to change because the cost factor is so favourable," says Prof Goldsborough



## OPENINGS

### MARTIGNY

The Fondation Pierre Gianadda, one of Switzerland's leading private galleries, marks its 20th anniversary with a Gauguin retrospective. The exhibition opens on Wednesday.

### GARSINGTON

Leopold Ingwersen, Garsington Opera's founder, will be hoping for minimal confrontation with neighbours in this otherwise peaceful Oxfordshire village tonight. This year's operas are Rossini's comedy *La pietra del paragone*, Mozart's rarely-staged *Lucio Silla* and *Faust*, Garsington's first Verdi.

### GLYNDEBOURNE

The main source of interest at Glyndebourne this summer is German counter-tenor Andreas



Scholl's stage debut on Saturday, singing Bartolino in a new production of Handel's *Rodelinda*. William Christie (above) conducts a staging by Jean-Marie Villégier.

## Still a talent to surprise

**Jackie Wullschlager**  
admires a tantalising exhibition on the life and work of Jean Cocteau

Diagilev's famous challenge to Jean Cocteau in 1912 - "Etonnez-moi, Jean" - provoked a response of polymathic brilliance: in poems, novels, drawings, films. For half a century, Cocteau stood at the heart of French modernism, "his long hands, rebellious hair and tapering nose an almost daily fact in the press," according to his editor Ned Korem. He cultivated and sponsored the leading figures of his day - from Proust and Picasso to Poulenc and Edith Piaf - and was rewarded by appearing in their works: he is Proust's Saint-Loup and Gide's Comte de Passavant.

He was said to follow Oscar Wilde as Europe's most dazzling

"I liked to watch the faces that passed, those boxes full of a universe. This exhibition is like that - boxes full of a poet's world"

wit and de Quincey as its most notorious opium addict. Yet who can name one of his books? What was his true artistic achievement?

In an attempt to consolidate Cocteau's reputation, the Jean Cocteau Museum is to open in 2000 at his home at Milly-le-Frêne. It will display many works from all disciplines never seen before to demonstrate that his affection for dilettantism hid hard work and dedicated artistry. A taster from the collection, *Jean Cocteau: Les Métamorphoses du Poète*, has just opened at Le Louvre des Antiquaires, and offers a tantalising insight into an extraordinary life.

Many impressions swamp the senses: the moment you enter these elegant galleries. The rooms echo to the music from *Parade*, the 1917 Satie-Picasso-Cocteau ballet; they are illuminated at the centre by a blaze of red candlelight from the set of *La Belle et la Bête*, and in one corner by the twinkling silver mirrors from Cocteau's first film, *Song d'un Poete*.

It is at once apparent that childhood is everywhere. Cocteau quotations are scrawled on mini-blackboards beneath his drawings. A giant blackboard, crayons and memory horse join a portrait of his

mother and a 19th-century negro automaton in the recreation of his study. Creatures from fairy tale and fantasy, horse-men, fauns, harlequins fill his pictures and films. His scenography recalls the child's eye-view, peering through the forbidden keyhole.

As powerful is the image of the fleeting moment. Sketches are executed on the back of a menu, pen never lifted from paper. Swift line-drawings capture a theatrical gesture - Cocteau throwing violets at singers on a stage in photographs, crowds shuffle along at Montparnasse, where Cocteau stands with Picasso and Modigliani and remarks: "I liked to watch the faces that passed, those boxes full of a universe." This exhibition is like that - boxes full of the poet's world which taken together give us the themes that unified his art.

"All I did," Cocteau wrote in the 1950s, "was to turn my lamp this way and that, to illuminate the various facets of the themes that obsess me: the loneliness of individuals, waking dreams and childhood, that dreadful state of childhood from which I shall never escape." Born into an affluent family in 1889, he contracted what he called "the red and gold illness" of stage fever as a child, watching his parents leave for the theatre.

By 1900, a year after his father committed suicide, he was drawing caricatures of theatre and music hall life, all jorntneys and outsize hats, which he signed "Japh": never exhibited before, they point the way to the bold, simple lines, the concentration on a single trait, of his later graphic work.

From 1914, he leaned towards Cubism, revelled in avant-garde Paris and took inspiration from modern subjects such as aeroplanes - one of his best poems, "Le Cap de Bonne Espérance" (1919), was dedicated to the aviator Roland Garros, and his vividly precise yet other-worldly portrait of Garros in flight is shown here.

Other evocations of this period include the almost-unknown drawings from *Thomas L'Imposteur*, Cocteau's 1923 hymn to eternal youth, caricatures of singers such as Josephine Baker, and sketches and photographs from the cubist period *Parade*.

Restlessness, speed, art-on-the-move, radically desperate to take in every aspect of new popular culture, characterises these rooms. Into *Parade* Cocteau introduced its embodiment: "a little American girl" who "quivers like moths... dances a rag-time... buys a Kodak". Beneath a drawing of Picasso here, Cocteau has scrawled "Picasso taught me to run faster than beauty".

Among the most tender drawings

Berlin Philharmonic Orchestra: conducted by Lorin Maazel in works by Strauss and Wagner; Jun 9, 11

**OPERA**  
Deutsche Oper  
Tel: 49-30-2434-01  
Manon by Massenet. New production conducted by Jiri Kout in a staging by Cesare Lievi. With sets by Margherita Pali and costumes by Luigi Perello; Jun 11, 13

### BOLOGNA

**OPERA**  
Teatro Comunale  
Tel: 39-51-529 999  
[www.netuno.it/bc/teatro/comunale](http://www.netuno.it/bc/teatro/comunale)

Don Giovanni by Mozart. New production conducted by Daniela Gatti in a staging by Gianfranco de Bosio; Jun 9, 11

### BONN

**CONCERTS**  
Kunst und Ausstellungshalle der Bundesrepublik Deutschland  
Tel: 49-228-9171200  
[www.kab-bonn.de](http://www.kab-bonn.de)

Great Collection: the latest in this series of exhibitions is devoted to the Musée du Petit Palais in Paris. Concentrating on the museum's holdings of 19th century French art, the show includes works by Ingres, Delacroix and the Impressionists; to Sep 27

### FLORENCE

**OPERA**  
Maggio Musicale Fiorentino  
Tel: 39-55-211158

Philharmonie  
Tel: 49-30-2548 8354

### BERLIN

The final new production of the season at the Deutsche Oper is Massenet's *Manon*. Cyril Diederich conducts a staging by Cesare Lievi. The first night is Wednesday.

A new museum housing Berlin's famous Germi Idegala collection opens on Friday at the Kulturforum in the Tiergarten district. The museum, which took six years to build, will reunite paintings long divided between the eastern and western parts of the city.

### STRASBOURG

On Friday, the Opéra du Rhin inaugurates a British cycle with *A Midsummer Night's Dream*. Robert Carsen's staging, previously seen in Aix and London, will be conducted by

Julia Jones, and the cast includes Michael Chance and Desmond Byrne.

### ALDEBURGH

The same opera is treated to a new production at Aldeburgh, where it was premiered in 1960. Wednesday's performance, the first of four, marks the opening of this year's Aldeburgh festival. US composer Peter Lieberson features strongly in this year's concert programme, and a new opera by Deirdre Gibbin and Sherman Macdonald receives its premiere.

### LONDON

Caravage's "The Flagellation of Christ" (right) has never previously been seen in the UK. On Thursday it will be the centrepiece of a small exhibition

at the National Gallery. Tonight, at the Lyceum Theatre, *Hey Mr Producer!* presents a royal gala celebration of the world of Cameron Mackintosh.

Three other plays open tonight: at the Olivier Theatre, Paul Allen's adaptation of Mark Herman's 1994 *Brassed Off*, directed by Deborah Paiger; at the Royal Court Theatre Upstairs,



*Gas Station Angel*, written and directed by Ed Thomas; and at the Young Vic, Edward Kemp's adaptation of William Faulkner's *As I Lay Dying*.

### NEW YORK

To mark the centenary of the birth of Peggy Guggenheim (right), the Guggenheim Museum has organised an exhibition of paintings and sculptures from her collection, one of the most impressive holdings of 20th century art. It opens on Friday and runs until early September.

### WASHINGTON

"Manet, Monet and the Gare Saint-Lazare", an exhibition of Impressionist paintings shown earlier this year in Paris, opens at the National Gallery of Art on Sunday.

### PARIS

The Opera Ballet begins a run of performances of *Giulietta* at the Palais Garnier on Thursday. Many casts, many fine dancers, much to enjoy.

## Shaw's wings clipped by the Almeida style

### THEATRE

#### ALASTAIR MACAULAY

*The Doctor's Dilemma*  
The Almeida, London N1

The Almeida Theatre is more than the sum of its parts. The relationship of stage to auditorium is so satisfying to the eye and ear, so unique, and so actor-friendly, that one readily endures the theatre's cramped seating, and house lighting so dim that it is difficult to read the programme.

But if I pause while praising the Almeida, it is when I contemplate its emphasis on style. In Shaw's *The Doctor's Dilemma* the level of presentation is very high. Compare it with Peter Hall's staging of *Major Barbara* at the Piccadilly Theatre, and you see that, whereas Hall carries several inadequate actors, the Almeida has none. The Almeida designs and lighting are also superior, unobtrusive, complementary.

And yet the play only intermittently takes wing. There are often moments towards the end of a Bernard Shaw play when I long for the characters to shut up; or that I were not encountering them in something that is so obviously a play. Those moments, however, start in the first act. This is not all Shaw's fault. As directed by Michael Grandage, Act One becomes bogged down by character acting. Tony Britton as Sir Ralph Bloomfield Bonington, in particular, enjoys his own display of frantic Gielgudian vocal effects at the expense of Shaw's rhythm, and Martin Jarvis's way of emphasising his own cleverness in characterisation soon becomes a form of condescension to the character he is playing (*Cutter Walpole*). Style, in short, gets in the way of the play.

However, in the role of Sir Colenso Ridgeon, Ian McDiarmid is at his very best. He plays the central figure of a hybrid group of doctors, in whose various views on medical method the play's chief satirical force lies. But Sir Colenso himself is in no way satisfied. His dilemma is double. Given the opportunity to save just

remove her arms. Her Jennifer has a marvellous nervous intensity and febrile charm. Her pacing of dialogue is varied, witty, emotional, poised; her very breathing is expressive. But those unrelaxed hands and arms reduce her entire performance, as in every stage role she has given us. Her gestures are all the same, and terrible: stiff, with perpendicular thumbs and elbows.

Patsy Byrne, as Sir Colenso's ripe servant Emmy, ideally catches Shaw's comic style and brings tension and colour to her every brief scene. Young James Callis catches the naturalness of Dubedat's duplicitous behaviour and the febrile charm of his Bohemian tubercular inspiration. Shaw needs help of this calibre. He often lets the nuts and bolts of this play show too obviously, and often he lets characters dwindle into mere mouthpieces. But sometimes here he is also at his best, and resembles Molière. He mischievously caricatures the medical profession, and then slices through the caricature to eke out a near-tragic dilemma.

Until June 27, then touring England. Sponsored by Barclays Stage Partners.

Orchestra: conducted by Jeffrey Tate in Haydn's *Die Jahreszeiten*; Jun 11

### WASHINGTON CONCERTS

#### Kennedy Center

Tel: 1-202-467-4600  
National Symphony Orchestra: Caribbean Festival concert conducted by Leonard Stokowski. Programme of works by Copland, Sandoval and Bernstein; Concert Hall; Jun 11

### TV AND RADIO

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BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

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#### CNN International

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06.30: *Moneyline* with Lou Dobbs  
13.30: *Business Asia*  
19.30: *World Business Today*  
22.00: *World Business Today Update*

• Business/Market Reports:  
05.07, 06.07, 07.07, 08.20, 09.20;  
10.20, 11.20, 11.32, 12.20, 13.20,  
14.20.

At 08.20 *Tanya Beckett of FTTV* reports live from *Liffe* as the London market opens.



Drawn with restless speed: caricature of Josephine Baker by Jean Cocteau. A museum is to open in his home town in 2000

is "Raymond Radiguet Asleep" from 1922; a year later, Radiguet, fledgling writer and Cocteau's inseparable companion, was dead at 20 from typhoid and Cocteau became a rootless wanderer addicted to opium, experimenting with a range of art forms.

A reworking of myths is one of the constants; the choreography for his great film, *La Belle et la Bête*, with human hands brandishing candles coming out of the castle walls, the Beast appearing slowly in a magic mirror behind a table laid in gold and red gilt for Beauty's supper, is recreated in a central tableau here to spell-binding effect.

Cocteau slipped love poems under the door of Jean Marais, the dreamily seductive Beast, every night, and it is possible that Cocteau saw in the unlikely union of

Beauty and Beast something of his own tortured relations with men. In the glimmer of red lights is a small display of his erotic drawings, men "faced together like initials" or resembling a "many-limbed Hindu idol"; many of them are witty masterpieces faun-jugs with horns attached, two-faced, divided-seated vases. It is an oddly solid conclusion to an oeuvre so concerned with the world of dreams and the unconscious, but "pottery has saved my life", Cocteau wrote. "It has led me to avoid using ink, which has become too dangerous, because everything one writes is systematically deformed by those who read it..."

At Le Louvre des Antiquaires, 2, place du Palais-Royal, Paris, tel 33 1 42 97 2700, until October 4.

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## COMMENT &amp; ANALYSIS

## Indonesia in a hole

Habibie does not have a firm grip on economic policy or political power. If the country does not return to stability soon, say Peter Montagnon and Sander Thoenes, it could be set back years



Ingrid Pinn

## FINANCIAL TIMES

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Monday June 8 1998

## Africa's new recidivists

So much for Africa's new generation of leaders. The spectacle of Ethiopia and Eritrea, two of the continent's poorest states, going to war over a disputed stretch of border (despite US-led attempts to mediate) is distressing enough. But when the antagonists are a prime minister and a president held up as role models for an African renaissance, it could hardly be more damaging to a continent struggling to improve its battered image.

Hopes that Africa had embarked on a self-initiated campaign to tackle its corrupt regimes, and break out of an unhealthy relationship with the west established during the cold war, have proved unrealistic.

The performance of President Laurent Kabila in Congo (formerly Zaire) during his first year in power has alienated aid donors, the UN, and the African countries that helped put him in office.

Now comes the fighting between Ethiopia and Eritrea. Both Prime Minister Meles Zenawi of Ethiopia and President Issayas Afewerki of Eritrea are products of the school of hard knocks. Having shown their military mettle by leading their guerrilla armies to victory in the war against Mengistu Haile Mariam's regime, they proved adept at managing peace. A long-standing demand by Eritrea for independence was settled by referendum, and economic recovery became the priority for two governments with much in common: both are fiercely independent, determined not to repeat the mistakes of the rest of Africa, cautious in their use of aid, and insistent on a relationship of equals with the donors.

No doubt Ethiopia and Eritrea will come to accept Washington's proposal that their dispute should be submitted to international arbitration, and declare a ceasefire. But the damage has already been done. The world will have concluded that, far from being a new breed, Mr Issayas and Mr Meles are little better than the generation of African leaders who did so much harm: not so much reformists as political recidivists.

## Taxing time

The European Union, UK objections aside, edged closer last week to agreement about a minimum tax on savings and investment. The proposal, which may inadvertently benefit the US, has worthy aims. But it is deeply flawed.

The EU is trying to improve the policing of the taxation of capital. Suppose a German resident puts his money into a bank account in Luxembourg, which does not tax interest payments to non-residents. In theory, he should be taxed on this interest as he receives it in Germany, and so should gain no advantage from moving his money. In practice, though, the interest payment rarely finds its way on to the tax return. The German resident receives gross interest and Luxembourg gains from the growth in its banking system, but the German government is out of pocket. This type of tax evasion happens on a large scale within the EU.

The European Commission has proposed that EU countries should be obliged to do one of two things. They could provide information on non-residents' interest income to their home countries to ensure that they will be fully taxed at home. Some EU countries, with stringent banking secrecy laws, would be reluctant to do this. An alternative would be to impose a withholding tax of 20 per cent, or at least some tax would be paid on interest income.

This solution would work if the capital stayed neatly within the confines of the EU. But it cannot be so easily tied down. That was true even in 1988, when the US introduced a similar tax. The result then was capital flight, the creation of the eurodollar mar-

ket, and the establishment of London and Switzerland as the premier global financial centres, at the expense of New York.

Now, with global capital more mobile, the movement of funds may be even swifter. The EU has but undeniably lost out to low-tax countries such as Switzerland and, ironically, the US.

The EU proposal is also unwelcome because it is the thin end of an interventionist wedge. Taxation has recently been moving up the EU agenda. The proposal is itself part of a package which includes plans to eliminate certain discriminatory tax regimes. More ominously, the Commission has hinted that it is in favour of changing general tax rates.

Until now, national governments have held fast to the principle of subsidiarity in tax matters. But the pressure being put on the UK to accept the withholding tax proposal suggests that tax harmonisation measures could be forced through as member states vie to prove they are "good Europeans". Loss of tax flexibility would be a grave mistake and could permanently damage the EU's competitiveness.

This does not mean that the problem of evasion of taxes on capital should be ignored. But the EU approach is misguided. Instead, the issue should be tackled at a global level. The OECD, which has already prepared a report on the subject, may be the appropriate forum.

Unilateral EU action will not stop tax evasion. But it could stifle the move towards greater efficiency and integration in Europe's capital markets, which a single currency will otherwise promote. The plan should be dropped.

## New ref needed

Soccer, the world's most popular game, is governed by an organisation in urgent need of reform.

Anyone doubting this need look no further than the lead-up to today's Fifa Congress in Paris, which, two days before the start of the World Cup, meets to elect its new president.

The two candidates are Joseph Blatter, the Swiss general secretary of Fifa, and Lennart Johansson, the Swedish president of European football's governing body, Uefa. The horse-trading and financial manoeuvres in support of the rivals have been anything but edifying.

The way that Fifa behaves during the campaign, one by Mr Johansson best serves the interest of democracy and the game in general: a radical overhaul of Fifa's structure and personnel, and the establishment of a "fair and accountable" system of governance.

**F**irst came a landmark deal to reschedule private sector debt, then the launch of an ambitious privatisation programme. Today, the International Monetary Fund resumes its review of Indonesia's economy with a view to reactivating the country's \$23bn (£26bn) international rescue package.

Events have moved at such a cracking pace during the past few days that it might appear B.J. Habibie, Indonesia's new president, was consolidating his grip on policy. It might seem also that he had strengthened his hold on the presidency, thrust upon him last month after the abrupt departure of President Suharto.

Neither is true. Few Indonesians believe such frenetic activity will do much to resolve their country's fundamental problems.

Notwithstanding a few radical gestures, such as the freeing of political prisoners and recognition of hitherto illegal trade unions, Mr Habibie's administration is viewed as weak and transitional. The economy remains in virtual free fall, and there can be no revival of investment until political stability returns.

The failure of the rupiah to rally on last week's \$80bn debt rescheduling underlines this concern.

"The rupiah should strengthen," says Mohammad Sadli, a former energy minister.

"If it does not happen, it is clear that the stumbling block is political confidence."

Mr Sadli has put his finger on the basic dilemma. There can be no economic recovery without a resolution of the political uncertainties; yet the collapse in the economy is making political solutions harder.

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The immediate problems are daunting. By the government's own calculations, the economy is expected to shrink by 10 per cent this year, though most private sector forecasts are closer to 20 per cent. Official unemployment is expected to rise to about 17 per cent, and inflation is already more than 50 per cent and heading higher. A large swathe of Indonesia's indebted corporate sector has been rendered bankrupt by the plunge in the currency. The local banking system has all but collapsed under a mountain of loan losses.

This litany of troubles would surely tax even a well-established administration.

Mr Habibie's chances of achieving economic normalisation are "close to zero," says Sjahrir of the Ecfin economic consultancy.

Among the tasks facing him and the IMF team - is the need to determine a reasonable level for the budget deficit.

It was an attempt to reduce spending by increasing fuel prices that sparked the final violent upheaval of Mr Suharto.

"Physical infrastructure can be cut, not job and social safety net programmes," says Ginandjar Kartasasmita, co-ordinating minister for the economy.

All this will require massive amounts of international aid. But the question facing the IMF, as well as bilateral donors who gather next month for their annual meeting on Indonesia, is how far to pump in money before the political transition is complete.

While humanitarian considerations call for basic assistance, there is a risk that money will go down the drain if it is given to a government without a real mandate.

The longer Habibie stays, the more painful it will be for the country," says Rizal Ramli, a critical economist.

"It would be advisable for the IMF and the World Bank to withhold money. It would just go to the same corrupt regime."

In the circumstances in which Mr Habibie will give way to a successor able to command real popular support are impossible to predict.

A diminutive former science minister with passion for grandiose and eccentric development schemes, Mr Habibie

is currently considering the collapse of the tax base. Given the additional pressure on food supplies created by drought, the government may need to run a deficit of between 6 and 10 per cent of gross domestic product. That would be unprecedented for a country in the midst of an IMF programme, says Marti Pangestu, director of the Centre for Strategic and International Studies.

On top of that comes the cost of bailing out the banking system, which Ms Pangestu puts at about \$20bn. So far Indonesia has made little progress in this regard.

IBRA, its bank restructuring agency, has taken many banks under its wing but has done little to close bad institutions, merge others and create a viable banking system.

All this will require massive amounts of international aid. But the question facing the IMF, as well as bilateral donors who gather next month for their annual meeting on Indonesia, is how far to pump in money before the political transition is complete.

While the rupiah should strengthen, it is clear that the stumbling block is political confidence.

should we have to wait until late next year if we could hold an election within six months?" he said. "The quicker the political problem is resolved, the quicker the economy recovers."

The precise timetable also depends on another set of imponderables. Some believe that, with universities due to close for their annual vacation, the student pressure that brought down Mr Suharto may abate, particularly since divisions are emerging in student ranks.

More important, the struggle for power only really began after Mr Suharto's resignation. Golkar, the government party, is in the process of disintegration. All the main actors need time to group and consolidate. While that process is under way it serves their interests to have a weak president.

It is noticeable that the two opposition politicians with the deepest popular support - Megawati Sukarnoputri, daughter of former President Sukarno, and Amien Rais, the Moslem intellectual - have been careful not to rock the boat. Diplomats say General Wiranto has been supportive of Mr Habibie partly because he wants a constitutional and orderly solution to the political dilemma. But he has also not yet completely consolidated his hold over the armed forces - in spite of the sidelining of General Prabowo Subianto, Mr Suharto's ambitious and temperamental son-in-law.

Another solution would be the formation of a formal caretaker government. Indonesia's constitution provides for the appointment of a triumvirate to run the country on a temporary basis. Such a group has been much discussed. It would include a military figure such as Gen Wiranto, former vice-president Try Sutrisno or former defence minister Edi Sudradjat. It would also contain a popular politician such as Ms Megawati, and a Moslem figure such as Abdurrahman Wahid, chairman of the Nahdlatul Ulama grouping, or an economic technocrat such as Mr Salim.

The failure of such a solution to materialise indicates the extent to which leading figures are pursuing their personal ambitions. In that vacuum, there is a risk of a new and violent convolution as rivals clash and Indonesia's economic problems go unaddressed. "Decent people will become anarchists. They will have to, because they need to eat," says Mr Sjahri.

It need not happen like this. For all the economic gloom, some analysts point to the resilience of the informal economy and the possibility of a sharp revival in agriculture now the drought is over. The rupiah devaluation has also spurred exports of some products such as pulp and paper, as well as of non-traditional ones such as marble. These factors could keep the wolf from the door until more orderly political solution materialises.

But the foreign investors who are supposed to finance Indonesia's recovery realise it may be years before the former dynamism returns. The longer political uncertainty and economic distress continue, the greater the fear that Indonesia could compound its problems by settling on a government that is inward-looking, isolationist in orientation, and hostile to foreign capital.

"Our tragedy is that we have waited so long for this to happen," says Ms Pangestu of Mr Suharto's departure. "Now the opportunity is there before us, and we don't know what to do."

## OBSERVER

## Another step for Hannay?

There's a tussle underway to fill the two top jobs at the European Council of Ministers. With the Amsterdam treaty transforming the roles of general secretary and deputy general secretary, candidates are being actively lined up by member states.

Under the treaty, EU foreign policy will get a more public face, with the secretary general acting as the Union's "high representative" for foreign and security affairs; the deputy will chair regular business in Brussels.

One name at the forefront for either post is retired British diplomat Sir David Hannay. It seems he just can't get enough of the EU, even after stints in the EU, even after stints in the Commission with Sir Christopher Soames and as UK permanent representative to Brussels in a long, high-profile diplomatic career.

He polished off his tenure at the United Nations during the Gulf war.

Despite hitting the compulsory retirement age of 60 a couple of years ago, Hannay has refused to be sidelined, and has recently been acting as the Union's trouble-shooter on Cyprus; he's also tried to do his bit as British prime minister Tony Blair's spokesman for EU relations with Turkey. But in the face of Turkish-Cypriot intransigence and Turkish sulking, he has achieved precious little, except maybe a possible

return ticket to Brussels.

Britain has put Hannay in for the deputy's job, but made clear he's also available for the top post, were that to fall to a non-political figure. EU states are still divided on which way to go. France has pushed for the high representative to be an important political personality, while Germany and Austria want him to be a bureaucrat, even if an eminent one like Joachim Kitterlich, Chancellor Kohl's adviser, who's being touted by Bonn.

If Hannay gets the top job - who ends up with what should be decided at the Vienna summit in December - it will make him hard for Brian Crowe, as another Briton, to stay on as the Council's external affairs director general. But Hannay's got the bit between his teeth. Cut-throat business, the euro-jobs market.

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Cameroon Football Federation - won't be going to Paris.

With the British Department of Trade and Industry closing down London-based Great Portland Entertainments after allegations it fuelled an international black market in World Cup tickets, Orlana's future as his country's football boss appears at risk. He's confirmed that he had "given" over 3,000 tickets - destined for fanatical Cameroon fans - to Great Portland; the company isn't on any list of Fifa-authorized ticket companies and seems to have had problems in delivering the tickets to unhappy punters. Sounds like an own goal for Orlana, a eccentric development schemes, Mr Habibie

is currently considering the collapse of the tax base. Given the additional pressure on food supplies created by drought, the government may need to run a deficit of between 6 and 10 per cent of gross domestic product. That would be unprecedented for a country in the midst of an IMF programme, says Marti Pangestu, director of the Centre for Strategic and International Studies.

On the other hand, the rupiah devaluation has also spurred exports of some products such as pulp and paper, as well as of non-traditional ones such as marble. These factors could keep the wolf from the door until more orderly political solution materialises.

But the foreign investors who

the Japanese don't like naming inanimate objects after people.

ISS has already had a name or two. Ronald Reagan called it Freedom, as the then Soviet Union had already begged the name Peace (Mir). But despite the cultural and political hurdles, the unofficial goal is to retain a consensus on a jargon-free name before orbital assembly begins later this year. Sounds like pie in the sky.

## Playing footsy

The world's greatest football players may be expected to abstain from pleasures of the flesh in the run up to the Big Performance but not so Britain's finest ballet dancers. Indeed, the English National Ballet is urging its dancers to have sex before performances of Prokofiev's classic Romeo and Juliet.

The thinking is that a touch of passion off-stage can only enhance performance on-stage. Artistic director Derek Deane says he wants the ballet to have even more sexual overtones and dismisses footballer-style abstinence as a ridiculous suggestion. "Dancers are so tactile and physical. They hardly wear anything in the studios and get to touch every part of each other's bodies every day," he says. Monica Perego, one of the six ballet stars lined up to play Juliet, says sex before a performance calms the nerves. The audience, however, are requested to refrain.

An hour after the bombardment commenced, the American ships moored closer to the mouth of the harbour, where the cruiser "Reina Mercedes" was discovered attempting to place explosives about the hull of the "Mermite" in order to blow her up and clear the channel. A shell from the "Oregon" landed squarely aloft the pilot-house of the "Reina Mercedes" and tore all her upper works to shreds, killing some officers and sailors. Admiral Cervera thereafter ordered the cruiser to be abandoned, and the survivors sought the shore.

## Financial Times

## 100 years ago

Bombardment of Santiago

New York, 7th June.

The "Evening Journal" has received this account of yesterday's bombardment of Santiago de Cuba. "The first gun was fired from the 'Iowa' and was directed against Morro Castle, where Lieutenant Hobson and his men were reported to be imprisoned. The shot flew wide over the castle, but the second tore one of the batteries to flinders. There were ten ironclads in line formation passing backwards and forwards, and not a yard of coast escaped the shells from the fleet. Over fifteen hundred of these were fired.

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## INSIDE

**Netscape focuses on business users**  
Netscape's new strategy in the "browser wars" with Microsoft focuses on exploiting the growth in business use of the internet. But there are concerns that the internet software pioneer will struggle to replace the losses in revenue left by its decision to stop charging for Navigator software, which enables internet users to access and browse the world wide web. Page 21

**G7 meeting unlikely to boost yen**

The yen is expected to come under increased pressure this week. Hopes of a strong message in support of the yen from this week's meeting of the Group of Seven leading industrialised nations have faded. One analyst says the dollar could reach Y142.05. The D-Mark could rise above Y80 - with a double boost from the yen's weakness and any G7 help announced from Russia. Page 26

**Investors back Greek privatisation**

Foreign investors are delighted by Greece's bid to catch up with its southern European partners and join the single currency by 2001. Daily trading volume on the Athens stock exchange has quadrupled since the drachma joined Europe's exchange rate mechanism on March 12. Page 23

**Fresh jitters in emerging markets**

Just when emerging market bond issuers felt it safe to revisit the capital markets after the Asian financial crisis, a fresh bout of jitters has sent most back below decks. Investors have resumed flight-to-quality buying, and emerging market yields spreads have widened again. Page 22

## MARKETS THIS WEEK

New York  
The main event affecting the performance of US markets this week is likely to be Wednesday's Congressional testimony by Alan Greenspan, chairman of the Federal Reserve. Fed officials have indicated the Fed intends to hold back on interest rate increases. Page 25

London  
The release of industrial production figures for April could provoke some controversy after last week's surprise 0.25 per cent interest rate increase from the Bank of England's monetary policy committee. Page 25

Frankfurt  
The German stock market continues on its record-breaking path, with the next barrier for the Dax blue chip index standing at 5,800 points. Page 25

Tokyo  
Last week Tokyo was depressed by profit-taking pressure and concerns about the weak economy. This week analysts believe the Nikkei will not only find it difficult to break through the ceiling of 15,650 but will test its lows amid mounting evidence that things are not getting better. Page 25

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## High-tech equity offering shrugs off downturn

By Edward Lucas in London

**STMicroelectronics** the French-Italian semiconductor company – formerly known as SGS Thomson – this weekend shrugged off negative investor sentiment towards electronic stocks with a \$1.37bn equity offering, the largest secondary offering so far by a technology company.

Lehman Brothers, joint lead manager with Deutsche Bank and Morgan Stanley, said the company had managed to persuade investors that it was shielded from the global downturn in the personal computer market.

The downturn, caused by the build-up of inventories and the collapse of demand in Asia following recent financial turmoil, has led to a 20 per cent average decline in the share price of technology companies over the past few weeks.

However, STMicroelectronics, which will invest some of the proceeds in the construction of a \$300m new generation wafer facility in Crolles, southeast France, specialises in the manufacture of products that have been relatively unaffected by the downturn.

These include PC monitors, disk drives, digital television set-top boxes and digital cellphones. The worst oversupply has occurred in the market for D-Rams (PC memory) and PC motherboards (the main printed circuit board).

The offer reduced the combined stakes of the French and Italian governments and 3m new shares.

The company, also issued a \$375m convertible bond which, combined with the new equity, raised a total of \$600m for capital investment.

The company's share price has fallen by more than 15 per cent in the past three weeks on general worries about the health of the technology sector and concern about the duration of the company's equity through the new offering. The issue was priced at \$72.15 per share. The shares had risen marginally by Friday's close in New York.



PETER MARTIN  
GLOBAL INVESTOR

## War waged on the net

Something very big is happening among the companies that supply telecommunications services and equipment. A large chunk of the world's stock market capitalisation is likely to be affected.

For more than a century, telecommunications companies have operated by controlling capacity and providing guaranteed service quality. For much of this period, those objectives were furthered by formal monopoly. Even when that broke down, however, from the 1980s onwards, the new competitors usually thought along the same lines as the old.

Companies such as MCI in the US, or Mercury in the UK, entered the market, and discounting began. But it was a devious sort of competition: broad pricing discipline was preserved. Equipment suppliers – companies such as Lucent, Alcatel, Nortel or Ericsson – worked along similar lines.

The internet changes all that. By providing a rival set of standards and a rival source of demand, it is transforming the business model on which the industry has been based.

Data is set to overtake voice as the dominant source of traffic over the telecommunications networks, perhaps by the end

of the year and certainly by the end of the decade. One estimate is that by 2004, the internet will account for 99 per cent of bandwidth use.

The shift of emphasis brings with it a shift of priorities: data users are prepared to trade off quality of service against price in a way that is not true for voice users. When capacity is strained, data simply takes longer to arrive.

The old step-by-step approach of controlled capacity additions no longer applies, at least in lightly regulated markets such as the US. Bandwidth gets added in huge chunks and prices are slashed to fill it. The new

competitors do not have the phone companies' cautious public-service mentality. They do not worry about what will happen if demand briefly outstrips supply – quality will simply degrade until the next chunk of capacity comes onstream.

Traditional technical standards – set in a gloriously slow process inside phone company bureaucracies and through international standards bodies – are losing their influence. The new standards are set by the internet. They allow fast-moving computer companies to compete on an equal footing with the old telecoms equipment makers.

There was a wake-up call last week, when multi-billion dollar deals involving telecoms equipment companies you had probably never heard of – Ciena, Tellabs and DSC – suddenly attracted a lot of attention. A high-priced study from Probe Research, a US consultancy, argues that a three-way battle among equipment vendors is under

way, pitting traditional suppliers against well-established companies making the "servers" that supply data over the internet, and against newer companies (such as Cisco) making the "routers" which dictate where that data goes.

Each will be attempting to integrate the functions provided by its rivals, and to emerge as the dominant equipment supplier of the new era. In the process, a lot of money will be made and lost.

A similar battle is under way among service suppliers. Victor Schnee, co-author of the Probe study, who has a well-developed mistrust of the phone companies, argues that they will strive to protect themselves by merging. Deals such as the proposed merger of SBC and Ameritech are helping to create a "neo-Bell" system in the US that recreates the former AT&T monopoly, he says.

The telephone companies are simultaneously seeking to control access to the internet, by buying up the internet

**De Beers set to ease curbs on sales of diamonds**

By Kenneth Gooding in London

De Beers nearly halved diamond sales to little more than \$1.6bn in the first half of this year in an attempt to stabilise a market rocked by the Asian economic downturn, according to traders.

However, there are signs that the South African group, which accounts for more than 60 per cent of the world's rough, or uncut, diamond trade, is ready to ease restrictions on its deliveries.

By holding back sales, De Beers' London-based Central Selling Organisation hoped traders would be able to cut stocks without reducing prices. The group, which is due to announce its sales figures later this month, has been hit by a substantial downturn in demand from Japan, the second biggest market for polished stones, and an oversupply of polished diamonds that emerged after the Asian economic crisis took hold in 1997.

Japan accounted for 25 per cent of retail diamond jewellery sales and the rest of Asia about 17 per cent. But as demand there has virtually dried up, dealers are concentrating on the US, the biggest market and the one where demand remains strong. They complain that profit margins are being squeezed because of intense competition and are being forced to give longer credit terms – often 120 days instead of 60 days.

The developing shortage of rough diamonds has been particularly felt in India, which specialises in cutting and polishing smaller, cheaper diamonds.

The biggest supplier of smaller diamonds, Argyle, the Australian company jointly owned by Rio Tinto and Ashton Mining, has also been holding back supplies. "The [market] situation is really fragile and we must treat it as such," said Peter Topen, manager, sales for Argyle in Antwerp. "We are behaving responsibly and not putting the volumes into the market that we could." Traders say the situation should ease a little because De Beers lifted June sales by about one-third from the May level to about \$380m and nearly all the extra diamonds were "Indian goods".

service providers that act as individual customers' gateways to the net.

Significantly, when WorldCom and MCI sought to overcome objections that their merger would give them excessive control of the internet, they agreed to divest part of their ownership of the internet's technical underpinnings – but retain their ISP relationships with millions of customers.

The next few years are likely to be turbulent. They will pit telephone companies used to regulation, service quality and controlled capacity additions against computer companies weaned on breakneck innovation and overnight obsolescence. Investors who have poured billions of dollars into privatised telephone companies and start-up high-tech stocks can look forward to a bumpy ride.

**Mega Strategies: Winning the Computer Telecom War.** Probe Research, Cedar Knolls, New Jersey, [www.proberesearch.com](http://www.proberesearch.com), \$7,995.  
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## INSURANCE CONSOLIDATION OF INVESTMENT TRUSTS AND UNDERWRITING SYNDICATES PROVIDES SPUR FOR SHARE GROWTH

**Lloyd's vehicles outperform stock market**By Christopher Adams,  
Insurance Correspondent

Restructuring among specialist investment trusts and insurance underwriting businesses at Lloyd's has sparked a wave of fresh investor enthusiasm for the stocks. The share prices of Lloyd's vehicles have surged on the heels of an unprecedented shake-out.

In the last four weeks, an index of 20 Lloyd's vehicles has performed spectacularly. It has outpaced the rest of

the stock market by some 30 per cent since the start of this year. The upswing comes after a long period of investor disillusionment with the Lloyd's spread fund sector.

"Investors are starting to recognise the earnings potential of these vehicles, looking at them not as capital providers but as insurance companies," said Nicholas Johnson, analyst at Raphael Zorn Hemsley.

A string of mergers and acquisitions between under-

writing agencies and the investment trusts, which back business written by Lloyd's, is creating a generation of nascent insurance companies.

The acquisition of Spreckley Villiers Burnhope, one of the leading non-marine underwriting agents at Lloyd's, by Syndicate Capital Trust for £54m last month will create a group with combined market value of £140m. Other deals have included the merger between Kila, which runs an under-

writing agency at Lloyd's and Kila Capital, the quoted spread fund.

Hiscox, a large underwriting agency, acquired the spread fund Hiscox Select for £24m, while Finsbury Underwriting has merged with Wren Holdings. Aberdeen Lloyd's Investment Trust, a spread fund, is purchasing Hayward Brick Stuchbury, which is the holding company for Chaucer, another underwriting agency.

Many of the investment

trusts supporting Lloyd's syndicates were set up soon after Lloyd's opened its doors to corporate capital in 1993. But their numbers are diminishing as they forge links with underwriting agents.

The restructuring has been spurred in part by increased competition in global insurance and the poor outlook for future returns at Lloyd's, which has warned that reported profits for the 1996 underwriting year would fall from £1bn in 1995 to under £800m.

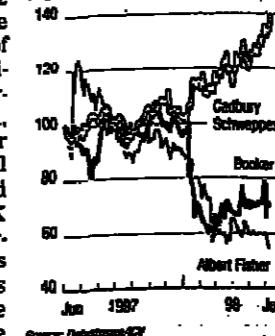
As underwriting agents continue to buy in capacity from capital providers, aided by Lloyd's capacity auction system and recent reforms that will serve to speed up the process, remaining unaligned spread funds like Masthead, New London Capital, and Lomond will come under intense pressure to strike deals with underwriting agents. "There probably won't be any pure spread funds left by the end of the year," said one analyst.

That some of Rhodesia's finest old boys might be contemplating a bid for Lonrho Africa is only logical. The share price of 78p is a huge discount to net asset value of around 130p, reflecting political disturbances in key markets Zimbabwe and Kenya, and adverse weather. Poor interim results this week will only confirm the gloom. Add to that the fact that UK investors do not really understand the business, and it is no wonder the share is unloved. Certainly, there are some prize assets, but the conglomerate structure probably obscures full value. Shareholders, therefore, have every reason to encourage bid speculation, whether it results in a takeover or some form of break-up. But bids below the already depressed share price look highly opportunistic and should be treated as such.

## COMMENT

**African adventure**

**UK food groups**  
Share price relative to  
FTSE All-Share Index



**UK food companies**

Breaking up is supposed to be hard to do. Not so with UK food companies. The story of Dalgety, Hillsdown, Booker and Albert Fisher is familiar: old food conglomerates refocus at last. Dalgety, the furthest on, has restored some shareholder value. Fisher, after a couple of aborted deals, remains a tailender. These are the starkest examples, but hardly a company in the sector has refrained from pruning its portfolio over the past few years.

Why have they been under so much pressure? The simplest answer is that their powerful retail customers have passed on much of the pain of low inflation to fragmented suppliers. Most vulnerable have been those dealing in commodity products, such as poultry, or in minor brands lacking the marketing support of a Cadbury Schweppes. This lack of clout eats away at the business in other ways.

Economies of scale are elusive, and quality managers are more difficult to attract and retain.

The obvious answer is consolidation. This has started in Ireland with the Avonmore/Waterford dairy merger, and that segment is ripe for action in the UK. But while milk processing can be rationalised, it is not so easy for products dedicated to rival retailers. Nevertheless, the problems of clout and cost should be tractable. This is what Unigate suggested in its tilt at Hillsdown. The Bunsen burner was never lit under that experiment, but other deals are sure to be attempted.

**Granada to take control of Littlewoods' catering**

Granada Food Services is to take over running the restaurants and takeaways across the Littlewoods chain in a deal that will bring in sales worth £375m (\$615m) over the next seven years.

Alastair Storey, managing director, said that the deal was one of the biggest in UK contract catering.

Mr Storey said that GFS was now feeding nearly 2m customers a day. It will begin at Littlewoods in July.

Vivendi sale  
helps Frère  
group reshape

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ING BARINGS

May 1998

**GROUPE MOULINEX**

Moulinex doubles operating profit and triples its profit on ordinary activities before tax  
Net profit rises from FRF 29 million to FRF 203 million  
Return on capital employed exceeds 10 %

The Board of Directors' meeting on 3 June, 1998 approved the consolidated accounts for 1997 - 1998 financial year. Results, which are slightly higher than forecast, confirm Moulinex's capacity to resume normal operations and achieve a performance level almost equal to that of its main competitors on common product lines.

MF	1996/1997	1997/1998	Change
Net turnover	7,746	8,028	+282
Operating profit	160	335	+175
Profit (loss) on ordinary activities before tax	77	257	+180
Net profit attributable to Moulinex Shareholders	29	203	+174

Operating profit reached FRF 335 million compared with FRF 160 million the previous year, representing 4.2% of turnover.

Profit on ordinary activities increased to FRF 257 million, up threefold over last year's total of FRF 77 million, while profit attributable to shareholders rose to FRF 203 million compared with FRF 29 million for 1996/1997.

The main economic and financial indicators have followed expected trends.

%	31/3/1996	31/3/1997	31/3/1998
Personnel costs/turnover	22.5	25.8	27.2
Operating profit/turnover	4.2	2.1	0.7
Cash flow from operations/turnover	9.1	5.7	4.1
Working capital requirement/turnover	17.2	20.0	20.1
Capital expenditures/turnover	5.6	4.9	3.5
Operating profit/capital employed	10.8	5.0	1.7
Net profit/equity	14.0	2.3	n/a
Net financial debt/equity	0.7	0.8	2.0

Net profit for Moulinex SA improved from FRF 54 million to FRF 173 million for the year 1997 - 1998. The next Annual General Meeting will propose to offset accumulated losses against Reserve in order to be in a position to distribute dividends in the future.

Although the first two months (April and May) posted turnover lower than expected, due mainly to the near complete cessation of orders in Russia where the Moulinex brand has nonetheless captured solid market share, the Group will benefit once again this year from reinforcement of the Krups and Moulinex product lines, the prospects for international expansion as seen in the acquisition of Mallory in Brazil and from the new impetus stemming from industrial reorganisation.

Moulinex should once again show improved earnings performance.

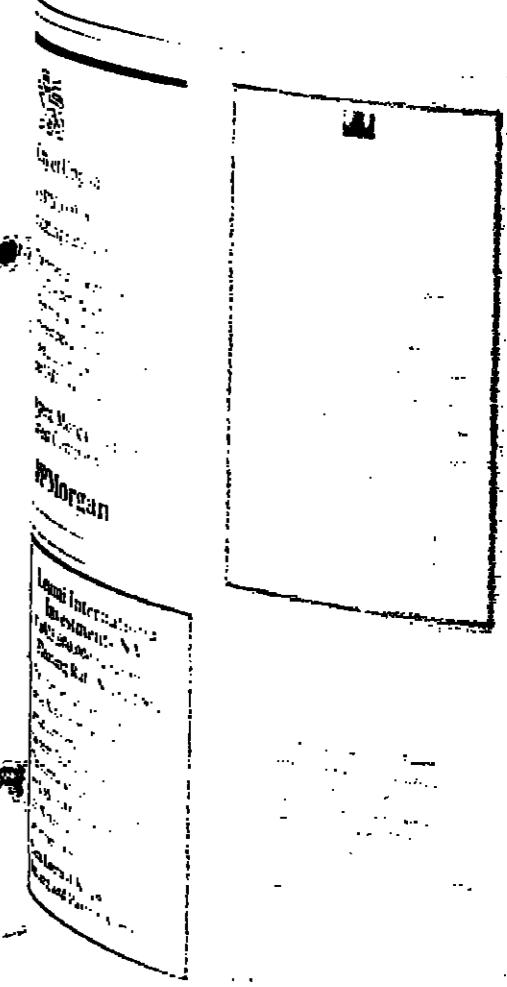
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## COMPANIES &amp; FINANCE

## Vivendi sale helps Frère group reshape

By Neil Buckley in Brussels

Vivendi, the French communications and services group, has sold its 24.4 per cent stake in Electrafinia, the Belgian holding company controlled by Baron Albert Frère, to another Frère company for BFr43.5m (\$1.2bn). The sales simplifies the structure of both groups.

The French group, formerly Compagnie Générale des Eaux, has its 9.2m shares at BFr4500 each, realising a capital gain of FF550m (\$92.5m).

The stake was bought by Group Bruxelles Lambert, the holding company immediately above Electrafinia in Mr Frère's "cascade" of holding companies, each with a stake in the one below it.

The sale took Group Bruxelles Lambert's stake in Electrafinia from 51 per cent to 75 per cent - increasing speculation that the two groups would be merged.

The move had been widely expected after Jean-Marie Messier, Vivendi's chairman, indicated he was likely to sell the Electrafinia stake following Générale des Eaux's merger with France's Havas, forming Vivendi, in March.

Mr Messier said Vivendi could not remain an indirect shareholder in its main rival, French utility group Suez Lyonnaise des Eaux. Electrafinia is the vehicle through which Mr Frère holds a 12 per cent stake in Suez Lyonnaise.

## Moody's lowers Wharf ratings

By Louise Lucas in Hong Kong

Wharf (Holdings), the troubled Hong Kong property group, has suffered another blow, with Moody's Investors Service downgrading its debt ratings.

The move, which follows downgrades by Standard & Poor's and stands to raise its cost of funds, comes as Wharf is aiming to refinance part of its debts.

Financial statements show some HK\$2.8bn (US\$361m) of debt is due to be refinanced this year, according to Lehman Brothers, and financial managers have acknowledged that doing so will be tougher in the current tight credit market. This means rates and maturities will be less favourable than those achieved in the past.

"Tightened liquidity in the Hong Kong bank loan market, and the high Hong Kong dollar interest rate environment pose higher refinancing risks for Wharf," said Moody's. "These factors, coupled with its significant amount of Hong Kong dollar floating-rate debt, may further strain its liquidity."

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Bank Lessor (UK) plc  
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## EDC plans \$1bn expansion

By Raymond Coffey in Caracas

EDC, Venezuela's leading private utilities enterprise, is moving ahead with a \$1bn 10-year expansion plan and will aggressively diversify its operations throughout Latin America.

The announcement, by Francisco Aguerreverre, EDC president, said Vivendi would hold on to one of the last remaining links - its 20 per cent stake in Auditofina, the holding company below Electrafinia in the Frère cascade.

Auditofina has 50 per cent of CLT-Ufa, Europe's biggest commercial broadcaster.

Mr Messier said the Auditofina stake, previously held by Havas, had a pre-emptive right on CLT-Ufa until 2005.

giving it priority over Germany's Bertelsmann, which owns the rest of the Luxembourg-based broadcaster.

"We consider that the development of the European audiovisual landscape is still in progress, and that this shareholding and pre-emptive right have a strategic value," he added.

For Vivendi, the Electricidad de Caracas, the electricity division, plans in the next four years to upgrade existing thermo-electric plants and construct a new plant with an installed capacity of 1,300MW. Capital investment would initially be about \$300m "but we are looking at about \$1bn over the next 10 years", said Mr Aguerreverre.

Most of the expansion will be debt-financed - initially through bank loans and later, when market conditions improve, by raising funds on the international capital markets.

## Bruised Netscape angles for corporate users

'Browser wars' have led the internet pioneer to focus on electronic commerce, writes Christopher Price

### Market movers

Netscape's choice of the Presidio, a former army barracks in San Francisco, to launch its new corporate strategy last week was apt. The internet software pioneer was outlining its counter-attack to the bitter "browser wars" with Microsoft which have led it to lose half its revenues.

Convincing Wall Street

that one of the market's former star performers can make a comeback is not easy. The day after it unveiled its plans, the shares dropped to \$224 - comfortably above the low point of \$18 in January, but trailing the year-high of \$49.

The new strategy is focused on exploiting the growth in business use of the internet, first through the sale of electronic commerce software, and second through the development of a digital marketplace where transactions can take place.

While many analysts gave a cautious welcome to the plan, the share price fall reflected concerns that Netscape would still struggle to replace the gaping hole in its revenues left by its decision

in January to stop charging for its Navigator software, which enables internet users to access and "browse" the world wide web.

The drastic move was forced on the company by Microsoft, which included internet browser software in its Windows 95 computer operating system - used on 90 per cent of the world's personal computers. Navigator sales accounted for half Netscape's revenues a year ago, a figure which has fallen to zero.

Microsoft's tactics are the subject of US Justice Department charges, but the anti-trust case is unlikely to benefit Netscape directly. The bruising battle has left the internet software company with its strategy badly

Last year, the company incurred losses of \$115.5m on revenues of \$353m.

Yet it was an upbeat Jim Barksdale, chairman and chief executive, who addressed some 300 analysts and journalists last week.

The internet software and services market will grow from \$12bn this year to \$45bn in 2001 - that is our market opportunity," he said. Netscape aims to become dominant in the provision of e-commerce soft-

ware and services to large corporate users. It believes the "net economy" will be driven not by retail sales, such as books and computers, but by business-to-business transactions.

Mr Barksdale cited Citibank, which has recently signed an agreement with Netscape to buy the group's software and services. The bank aims to increase customers from 100m to 1bn by 2010, mainly through online financial services.

This focus on large corporate users is a radical departure for a company which formerly sought to bring the

web and are being increasingly seen as valuable for advertising and sponsorship because of the large amount of internet traffic which passes through them.

Netscape's still-strong position in the browser market has enabled Netcenter to grow quickly and it already has 5m members and some 50m visitors. However, the group is late into the market and faces tough competition for advertising revenues from internet media companies such as Yahoo!, and the omnipresent Microsoft, which is expected to enter the portal market shortly. But Netscape also intends to use Netcenter as a marketplace for e-commerce transactions - a move it believes will benefit software sales.

Mr Barksdale said one of the group's great challenges was "staying ahead of the technology", a tough task against competitors with deeper pockets. "The biggest danger for our strategy is if the market doesn't take off in the way we believe it will." Mr Barksdale admitted. However, he insisted the net economy was at "flash-off". Netscape, badly wounded in the battle with Microsoft, is, he said, successfully fighting back.

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## COMPANIES &amp; FINANCE

## NEWS DIGEST

## GOLD MINING

**Battle settled between Newmont and Normandy**

The long-running legal battle between Newmont Mining and Normandy Mining, Australia's biggest gold producer, was finally decided at the weekend when the Peruvian Supreme Court ruled in favour of the US group over ownership of Yanacocha, Latin America's largest gold mine and one of the world's lowest-cost producers.

The decision ends a two-year dispute between the two groups that arose after Normandy bought most of BRGM, the former state-owned French mining company. The US mining group and Buenaventura, its Peruvian partner, claimed this deal triggered its right to acquire a 24.7 per cent stake in Yanacocha which BRGM had held for \$109.3m.

This appeared to be settled in favour of Newmont and its Peruvian partner last year, but in September the Supreme Court said it would examine the case. At that stage, Robert de Crispigny, Normandy chairman, said he believed his company still had a "strong case", adding that he believed the issue would be resolved by the "most superior court".

Newmont said its stake should increase from 38 per cent to 51.35 per cent, while Buenaventura's should rise from 32.3 per cent to 43.65 per cent. Newmont has been accounting for its holding on this basis since the lower court ruling went in its favour in February 1997. The US company's share of the additional purchase price was put at about \$59m.

Nikki Tait, Chicago

## DAIMLER-BENZ

**Rights issue share price set**

Daimler-Benz, the German industrial group which is merging with Chrysler of the US, has set the price for new shares in its forthcoming DM7.5bn (\$4.28bn) rights issue at a 20 per cent discount to Friday's closing level. Shareholders will be able to subscribe to the new shares on a 1-for-10 basis at DM144.

This compares with Friday's closing price of DM179.80, up from DM164 when the move was announced in March.

The share issue – originally set slightly lower at DM744 – is part of Daimler-Benz's move to give shareholders an extraordinary DM10.8bn pay-out, enabling them to take advantage of tax savings by the group. It is recouping the bulk of the payment through the rights issue, with the remainder coming from a tax credit. This is possible because tax is higher in Germany on retained earnings than on dividends.

The discount is at the upper end of expectations. The subscription period will run from June 12 to June 25.

The two biggest shareholders, Deutsche Bank with 22 per cent and Kuwait with 13 per cent, have said they would take part in the capital increase. Deutsche Bank is lead manager of the share issue, with Goldman Sachs as co-lead manager.

Andrew Fisher, Frankfurt

## GERMAN FINANCE

**Berlin bank lowers its sights**

Bankgesellschaft Berlin, the German banking group, has scaled back its expectations for profits this year following a poor performance in the first five months. Wolfgang Rupf, chairman, said business had not been as good as hoped and "only a slight increase in profits will be achievable".

In 1997 the group, which is largely publicly owned and includes both public and private sector banks, had net profits of DM285m. In the first five months of 1998 operating profits were DM283m, a slight increase on the same period in 1997.

Mr Rupf said the planned merger with Norddeutsche Landesbank, a regional state bank, was still on track. Shareholders will vote on the deal, which would create Germany's fourth largest bank, at a meeting in the autumn.

Frederick Stüdemann, Berlin

## MUTUAL FUNDS

**Credit Suisse in joint venture**

Credit Suisse Asset Management, which is owned by the Swiss-US bank, is to join Warburg Pincus Asset Management, the US mutual fund group, in a global distribution venture.

Phil Ryan, chief financial officer for CSAM, said: "The new venture is not exclusive. Both of us can pursue our various strategies, but given the extremely high valuation levels for asset managers this is a very attractive venture." The deal involves both sides distributing each other's products in home markets. It gives Credit Suisse a firmer foothold in the US market, as its products will be distributed through the Warburg retail distribution channels, while the US group gains access to CSAM's network in Europe. Mr Ryan said the two sides were keen to develop the venture in the UK and Japan. Jane Martinson

## FIDELITY INVESTMENT

**Director faces tax probe**

One of Fidelity Investment's senior pensions directors has started a leave of absence while he is investigated for tax offences in the US. Robert Flater, head of the group's international defined contribution business, has been indicted on several tax charges, including failure to account for and pay withholding tax between 1992 and 1995. Mr Flater was running his own company during this time.

He joined Boston-based Fidelity, the largest independent fund manager, in 1986. The charges, which have still to come to trial, will come as a blow to the company, which has recently recovered from a spate of bad performance and the departure of several managers. Jane Martinson

## ISRAELI PRIVATISATION

**UMB sale raises Shk730m**

Israel has raised Shk730m (\$200m) in a heavily oversubscribed offering of shares and warrants in United Mizrahi Bank (UMB), the country's fourth biggest, on the Tel Aviv Stock Exchange. The government hopes to raise another Shk100m today in an over-allotment franchise, worth 3.7 per cent of UMB's equity. Last week's 18 per cent offering was 4.5 times oversubscribed.

Including shares offered to employees, the state's stake in UMB will drop from 48 per cent to below 22 per cent. If all warrants are exercised, the state will hold only 1 per cent by the end of 1999. Last year, a 51 per cent stake in UMB was sold to a group of private investors. Avi Machlis, Jerusalem

## FOOD AND DRINK

**Orkla profits undermined**

Underlying profits at Orkla, the Norwegian food and drink conglomerate, were undermined in the first four months of the year by reduced beverage sales and sharply lower contributions from the company's food businesses. Orkla, reporting flat operating profits of Nkr474m (\$64m) on sales up from Nkr9.42bn to Nkr9.58bn, said 1998 had started badly, with grocery volumes down in Norway and Sweden. Orkla turnover fell following the winding-up of its co-operation with Coca-Cola of the US. The company said the end of the Coca-Cola bottling and distribution deal will be offset by the introduction of a production agreement with PepsiCo – due to begin before 2001. Tim Burt, Stockholm

## EMERGING MARKETS PUBLIC OUTCRY OVER SALE OF IONIAN BANK FAILS TO DETER SOCIALIST GOVERNMENT

**Greece pursues privatisation plans in earnest**

By Karin Hoep in Athens

Foreign investors are delighted by Greece's bid to catch up with its southern European partners and join the single currency by 2001.

Daily trading volume on the Athens stock exchange has quadrupled since the drachma joined Europe's exchange rate mechanism on March 12.

Investors are backing the Socialist government to win its battle to restructure loss-making public sector companies and speed up privatisation. Recent clashes between riot police and striking workers opposed to the sale of state-owned Ionian Bank sent brief tremors through the market, but the underlying mood remains confident.

The Athens general index closed at 2,562.82 on Friday. It has retreated from last month's record of 2,668, but is still almost 50 per cent up on the year.

"There's some nervousness about what's going to happen with Ionian Bank, but every point-and-a-half

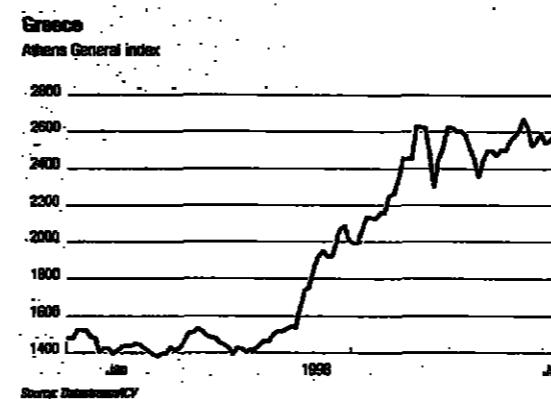
drop in the index is seen as a buying opportunity," says Constantine Xenos, head of research at Egnatia Securities. "The market seems convinced that the government is serious about meeting its deadlines."

The Socialists claim the budget deficit will fall this year to 2.9 per cent of gross domestic product, just within the Maastricht requirement for participation in monetary union.

In spite of a jump in inflation, caused by a 12.1 per cent depreciation of the drachma against the euro at the time of its ERM entry, Greece is on track to reduce its inflation rate to 2 per cent by the end of next year.

The Socialists' fast-track privatisation programme is projected to raise at least \$1.3bn this year to help reduce the public debt to a level compatible with membership of the euro zone.

Bank shares led the surge in prices that followed the drachma's ERM entry, and are still popular. A sharp



rise in bond prices should boost second-quarter earnings as most banks have big holdings of government paper.

Analysts agree that the sector must consolidate over the next 18 months in order to remain competitive. The sale of Ionian, due later this month through a tender on the stock exchange, is seen as the catalyst for reform.

Greek banking is still dominated by inefficient state-owned banks with high operating expenses and large portfolios of doubtful loans.

The proceeds from selling a 51 per cent stake in Ionian Bank would provide a much-needed capital injection for Commercial Bank, its struggling parent group. With a market share of about 18 per cent, Commercial's size should ensure its survival.

However, smaller state-controlled banks could be swallowed up by the more aggressive private banks, which are also likely to

acquire their less successful private sector rivals.

Two fast-growing private banks, Alpha Credit, and Piraeus Bank, are planning rights issues to fund new

expanding its nationwide chain of petrol stations.

The offering, which is being launched this week, will be divided between domestic retail investors, whom HP is keen to attract, and domestic and international institutions. Pricing will be carried out through a book-building exercise next weekend. About Drs60bn is likely to be raised, according to analysts in Athens.

A third tranche in OTE, the public telecoms operator, amounting to 10 to 15 per cent, will be sold later this year. While OTE has underperformed the market, because of management problems and delays in digitising its fixed-line network, the government believes foreign investors still have a keen appetite for telecoms offerings.

Greece's first private telecoms flotation is only a few months away. The listing of 7.5 per cent of Panam, the biggest of three Greek cellular operators, which is controlled by Vodafone of the UK, is due by December.

anglogold

ANGLOGOLD LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 05/17354/00)

("Anglogold")

ergo

EAST RAND GOLD AND  
URANIUM COMPANY LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 21/07001/06)

("Ergo")

EGH

EASTVAAL GOLD  
HOLDINGS LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 91/04409/06)

("Eastvaal")

ELANDSRAND GOLD  
MINING COMPANY LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 74/01477/06)

("Elandsrand")

FREEGOLD  
FREE STATE CONSOLIDATED  
GOLD MINES LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 05/2621/00)

("Freegold")

SOUTHVAAL HOLDINGS LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 66/11806/06)

("Southvaal")

WESTERN DEEP LEVEL LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 57/02349/06)

("Western Deep")

(collectively "the Participating Companies")

AMGOLD

ANGLO AMERICAN GOLD INVESTMENT COMPANY LIMITED  
(Incorporated in the Republic of South Africa)

("Anggold")

and

H J JOEL GOLD MINING COMPANY LIMITED  
(Incorporated in the Republic of South Africa)  
(Registration number 85/01005/06)

("Joel")

## RESULTS OF GENERAL MEETINGS AND SCHEME MEETINGS

- Approval of resolutions relating to the formation of the enlarged Anglogold.
- Approval of transactions in terms of which Anglogold acquires certain gold interests of Amgold.
- Approval by members of the Participating Companies of the acquisition by Anglogold of the Participating Companies by way of Schemes of Arrangement in terms of Section 311 of the Companies Act ("the Schemes").

1. At the general meeting of members of Anglogold held on 4 June 1998 the resolutions, which relate to the formation of the enlarged Anglogold and which were set out in the notice of general meeting dated 6 May 1998, were passed by the requisite majority of members in terms of the requirements of the Companies Act 1973, as amended and of the Johannesburg Stock Exchange Listings Requirements, as applicable.

The resolutions relate to:
 

- the acquisition by Anglogold of the entire issued share capital of each of the Participating Companies, the gold mineral rights and share interests and the cession and assignment to Anglogold of the Service Agreements as defined in the Circular posted to members on 6 May 1998;
- the adoption of the "Anglogold Limited Share Incentive Scheme";
- the increase in the remuneration of directors;
- the issue to Anglo American Corporation of South Africa Limited (AAC), of ordinary shares in Anglogold as consideration for the cession and assignment to Anglogold of the Service Agreements and AAC's share capital; and
- the reduction of Anglogold's share capital, subject to confirmation by the High Court of South Africa, by cancelling that portion of the share premium account which is equal to the goodwill attributable to the acquisition by Anglogold of the various assets referred to in the Circular to members dated 6 May 1998.

2. At the general meeting of members of Amgold held on 3 June 1998 the resolution relating to the disposal by the company to Anglogold of its holdings in the Participating Companies together with its Gold Mineral Rights, certain other share interests (including the interest in Deafontein Consolidated Limited) and certain US Dollar denominated loans all as referred to in the resolution, was passed by the requisite majority of members in terms of the requirements of the Companies Act 1973, as amended. In addition the resolution was passed by a majority of members other than Anglo American Corporation of South Africa Limited and those of its subsidiaries which hold shares in Amgold, which are related parties of the company in terms of the rules of the Johannesburg Stock Exchange.

In exchange for the disposals by it, Amgold will receive the following:

Independent Financial Adviser to Anglogold  
SBC Warburg Dillon Read

Independent Financial Adviser to Ergo, Bantrand, Freegold and Western Deep and Independent Merchant Bank for Amgold  
Standard Corporate and Merchant Bank

Independent Financial Adviser to Eastvaal, Joel, Southvaal and Amgold  
FirstCorp Merchant Bank Limited

Johannesburg  
8 June 1998

Legal advisers  
Webber Wentzel Bowens  
Maponya Inc.  
Joint Sponsoring Brokers in South Africa  
SBC Warburg Dillon Read  
Smith Barlow Hare  
Sponsoring Broker in the United Kingdom  
SBC Warburg Dillon Read





## Yen under pressure

By Susanna Voyle

The yen is expected to come under increased pressure this week with the markets increasingly sceptical that anyone is going to ride to the rescue of the flagging Japanese currency.

Hopes of a strong message in support of the yen from this week's meeting of the Group of Seven leading industrialised nations faded at the end of last week.

Analysts said they thought the G7 deputies meeting in Paris would spend most of their time discussing nuclear proliferation in India and Pakistan and the economic troubles in Russia. The two-day meeting is due to start tomorrow.

Nick Parsons, at Paribas Capital Markets in London, said without any significant news on Japan from G7 the yen would come under further pressure. Japanese trade figures due this week, which are likely to show increased weakness in domestic demand, would exacerbate the trend.

### CROSS RATES AND DERIVATIVES

#### EXCHANGE CROSS RATES

	Jun 5	BFR	DKK	FFr	DM	IE	L	PLN	ES	Pts	SKK	SEK	E	CS	S	Y	Est		
Belgium (BFR)	100	18.47	16.28	1,945	1.922	4774	5,465	411.7	21.22	4,031	981.2	2,734	381.8	2,461	-	-			
Denmark (DKK)	54.14	10	8.93	2,026	1.041	2,585	2,959	11.03	256.9	2,222	1,154	2,035	1,491	206.5	1,247	-			
France (FFr)	51.11	13.36	10	2,988	1.257	3,361	3,304	505.4	253.2	13.11	2,480	1,655	1,655	247.1	1,514	-			
Germany (DM)	20.82	3,099	3,353	-	0.396	-	-	-	102.2	84.97	0.831	4,385	0.331	70.71	-	-			
Ireland (IE)	52.91	12.02	10	2,935	1.172	2,704	2,704	11.03	102.2	84.97	0.831	4,385	0.331	70.71	-	-			
Italy (L)	2,005	0.267	0.341	1,042	0.040	100	61.14	0.427	10.40	8,025	0.084	0.035	0.034	0.057	7,203	0.450	-		
Netherlands (NL)	18.30	3,349	2,755	0.897	0.332	473.8	1.172	1.277	75.33	3,307	0.738	0.306	0.731	0.500	61.63	0.450	-		
Norway (NOK)	43.10	0.699	7.953	2,381	0.944	2,344	2,583	10	24.53	202.1	1.072	1,980	1.243	1,743	1.208	-	-		
Portugal (Esc)	20.14	3,719	3,274	0.978	0.367	961.4	1.101	4,101	100	82.94	2,423	0.812	0.337	0.804	0.551	76.85	0.495	-	
Spain (Pta)	24,49	4,488	3,747	0.978	0.367	1,178	1,467	12.06	100	1,327	4,947	0.908	0.326	0.974	0.684	92.10	0.588	-	
Sweden (SEK)	65.42	1.002	7.953	2,235	0.944	2,235	2,584	10.03	233.4	193.1	10	1,891	0.974	1,773	1,265	1,154	-	-	
Switzerland (CHF)	24.81	4,251	3,747	0.978	0.367	1,178	1,467	12.06	100	1,327	4,947	0.908	0.326	0.974	0.684	92.10	0.588	-	
UK (G)	59.83	11.00	9,277	2,901	1.150	2,575	2,270	12.16	257.1	246.3	12.73	2,412	1.238	1.238	2,283	1,472	-	-	
Canada (C\$)	25.05	4,627	4,073	1.216	0.481	1,195	1,269	5.101	124.4	103.3	5,340	1,010	0.419	1	0.885	95.50	0.516	-	
USA (US\$)	36.57	6,754	5,946	1.774	0.703	1746	1,899	18.16	150.8	150.8	7,795	1.674	0.611	1	1,303	0.900	-	-	
Japan (Yen)	26.20	4,844	4,256	1.271	0.504	1251	1,432	5.338	130.1	107.3	5,586	1.056	0.538	1.048	0.717	100	0.845	-	-
Euro (EUR)	7,956	6,607	1,970	0.781	1,940	2,221	2,708	20.8	167.3	8,683	1,038	0.879	1,622	1,171	195.1	1	-	-	-

Source: Reuters, French Finance, Ameri, and Swedbank via 10. Belga, Financ, Yen, Euro, Dm, Pts, Lira, and Pesos per 100.

EURO MARKET FUTURES (MMB) DM 25,000 per DM

Open	Set price	Change	High	Low	Est	Open Int.
Jan 5	0.5954	-0.0025	0.5965	0.5957	24,028	115,350
Sep	0.5955	-0.0025	0.5966	0.5957	1,000	22,438
Dec	0.5956	-0.0025	0.5967	0.5960	71	374

EU SWISS FRANC FUTURES (MMB) CHF 125,000 per CHF

Open	Set price	Change	High	Low	Est	Open Int.
Jan 5	0.6815	-0.0042	0.6820	0.6813	14,607	60,287
Sep	0.6807	-0.0045	0.6808	0.6806	2,010	10,354
Dec	0.6803	-0.0047	-	0.6800	1	60

EU JAPANESE YEN FUTURES (MMB) Yen 12.50 per Yen 100

Open	Set price	Change	High	Low	Est	Open Int.
Jun	0.7137	-0.0009	0.7129	0.7132	16,213	116,115
Sep	0.7133	-0.0008	0.7132	0.7127	5,181	116,782
Dec	0.7120	-0.0010	0.7120	0.7125	72	724

EU STERLING FUTURES (MMB) £ 500,000 per £

Open	Set price	Change	High	Low	Est	Open Int.
Jun	1,0302	-0.0034	1,0308	1,0314	15,577	45,602
Sep	1,0294	-0.0040	1,0310	1,0249	6,469	8,002
Dec	1,0170	-0.0042	1,0220	1,0170	1,194	1

UK INTEREST RATES

#### LONDON MONEY RATES

Jun 5	Over-night	7 days	month	One month	Three months	Six months	One year
Interest Stealing	7% - 5	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%
Sterling CDs	-	-	-	-	-	-	-
Treasury Bills	-	-	-	-	-	-	-
Bank Bills	-	-	-	-	-	-	-
Local authority bills	7% - 5	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%
Discount Market bills	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%	7% - 7%

UK clearing bank base lending rate % per cent from Jun 4, 1998

Up to 1 month 1-3 months 3-6 months 6-9 months 9-12 months

Cents of Tax dep. £100,000 4 6.5 6.5 6.25 0.25

Cents of Tax dep. £100,000 by Apr. Domestic adjustment factor 2nd. Apr. interest rate of discount 2nd. Apr. Interest Factor rate on May 29, 1998. Average rate for period Jun 24, 1998 to Jul 25, 1998, Scheme II &amp; 7.27%. Reference Rate on May 1, 1998 to May 29, 1998, Scheme II &amp; 7.17%. Financial House Base Rate from Jan 1, 1998.

BANK OF ENGLAND TREASURY BILL TENDER

Jun 5	May 29	Top accepted rate</th





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## FT MANAGED FUNDS SERVICE

### Offshore Insurances and Other Funds

## **WORLD STOCK MARKETS**

FT/S&P ACTUARIES WORLD INDICES

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NATIONAL AND REGIONAL MARKETS	FRIDAY JUNE 5 1998								THURSDAY JUNE 4 1998								DOLLAR INDEX			
	US Dollar Index	Yen Index	Pound Sterling Index	Ten DM Index	Local Currency Index	Local Avg from 31/12/97	% Yield	Gross Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	52 week High	52 week Low	Year ago (approx)				
Australia (72)	185.52	-7.3	168.11	163.88	171.01	205.40	0.6	3.86	190.85	172.28	168.76	174.99	208.75	243.87	155.52	232.				
Austria (23)	244.09	28.1	221.18	215.33	225.00	224.87	2.3	1.51	245.00	221.14	214.09	224.66	228.52	253.73	181.63	195.5				
Belgium (26)	363.74	42.9	329.82	320.88	335.30	326.04	41.1	2.24	359.98	324.92	314.55	330.06	322.95	363.74	324.33	247.7				
Brazil (29)	228.65	-4.1	207.19	201.71	210.77	204.89	-1.0	2.11	225.13	203.20	198.72	206.43	222.44	194.94	264.4					
Canada (123)	238.42	12.2	218.04	210.32	218.77	220.04	14.5	1.58	238.02	214.83	207.98	218.24	250.24	248.78	199.10	208.0				
Denmark (34)	503.08	12.4	455.87	443.86	463.74	482.15	10.9	1.21	505.68	456.43	441.37	463.57	482.15	521.81	375.32	381.1				
Finland (26)	434.80	56.1	393.99	388.57	400.80	491.65	54.5	1.86	428.05	386.38	374.03	382.49	481.51	451.12	267.45	267.45				
France (78)	335.41	40.2	303.93	300.89	308.18	312.81	38.5	1.38	332.57	300.18	280.60	304.94	308.52	335.41	217.48	220.2				
Germany (56)	303.71	32.4	275.20	267.92	279.96	275.98	30.5	1.19	300.88	271.57	262.90	275.88	303.71	307.94	264.88					
Greece (37)	287.72	0.9	268.78	262.64	274.44	641.87	0.8	1.42	288.82	266.53	250.93	273.91	841.44	807.21	238.02	238.02				
Hong Kong, China (66)	253.20	-28.1	228.44	223.37	233.40	251.92	-2.1	6.26	254.31	229.54	222.22	231.18	253.02	580.03	233.20	256.5				
Indonesia (27)	32.48	-50.8	29.42	28.64	29.92	222.01	42	3.05	31.98	28.88	27.98	29.34	228.65	254.90	27.26	27.26				
Ireland (16)	514.78	28.2	488.47	454.13	474.53	508.78	284	1.91	510.62	480.89	448.18	482.20	503.00	560.44	341.21	341.21				
Italy (54)	170.03	44.5	154.07	150.08	156.74	221.71	42.7	1.27	168.86	152.23	147.38	154.85	218.83	177.15	85.93	88.82				
Japan (480)	89.57	-5.9	81.25	79.10	82.86	79.10	1.0	1.00	90.97	82.11	79.49	83.41	79.49	141.12	85.92	134.0				
Korea (106)	138.95	-15.5	126.91	122.98	128.08	213.28	-13.5	3.07	142.49	128.51	124.51	130.86	217.97	538.33	112.66	534.2				
Malaysia (106)	1484.03	-17.7	1344.78	1308.17	1367.93	1426.33	-10.6	1.71	1472.58	1323.15	1286.75	1350.25	1415.62	1801.98	1415.52	1477.7				
Mexico (38)	326.88	28.5	477.43	464.80	485.68	480.38	26.7	1.52	525.26	474.11	458.99	487.51	578.29	532.74	376.29	376.29				
Netherlands (19)	63.53	-16.9	67.57	58.04	68.56	85.71	-8.0	4.63	65.84	59.25	57.38	60.19	66.30	86.47	63.53	80.2				
New Zealand (14)	317.58	-0.6	287.78	280.16	292.75	321.03	0.4	1.98	311.98	260.71	271.75	265.16	313.65	374.84	261.21	310.8				
Norway (35)	35.68	8.0	77.65	75.80	78.99	167.50	6.1	1.24	85.80	77.44	74.97	78.57	165.97	172.36	57.54	169.1				
Philippines (22)	276.74	0.0	250.77	244.13	255.10	343.95	0.0	1.11	268.22	242.09	234.37	245.93	351.81	298.39	266.22					
Portugal (18)	25.22	-30.2	142.46	138.89	144.92	123.04	-20.6	2.47	161.12	145.43	140.79	147.74	125.25	401.75	144.01	393.0				
Singapore (42)	157.22	30.2	142.46	138.89	144.92	123.04	-20.6	2.47	161.12	145.43	140.79	147.74	125.25	401.75	144.01	393.0				
South Africa (42)	270.33	5.3	253.11	246.42	257.49	313.80	11.1	2.75	282.45	254.94	246.81	259.99	315.78	384.24	227.66	360.2				
Spain (37)	338.38	44.7	356.48	347.04	362.63	448.88	43.0	1.71	338.54	350.79	339.80	358.35	441.01	398.54	236.28	232.28				
Sweden (49)	607.27	29.3	550.28	535.28	559.79	700.80	27.1	1.67	593.99	535.88	518.78	544.37	680.45	615.21	436.98	433.3				
Switzerland (30)	412.79	21.1	374.05	364.15	380.61	377.29	22.4	1.08	408.27	369.41	357.82	375.27	372.10	414.95	265.85	293.2				
Thailand (39)	16.75	-13.2	15.18	14.77	15.44	26.14	-2.0	0.54	16.84	15.20	14.71	15.44	28.03	69.08	13.10	84.3				
United Kingdom (209)	348.05	15.8	348.01	338.80	354.02	348.01	16.4	2.84	380.42	343.36	332.41	348.81	343.36	401.84	264.58	284.5				
USA (632)	454.42	14.6	411.78	400.88	418.89	454.42	14.6	1.41	448.86	403.42	390.55	408.82	446.98	462.18	341.93	341.93				
America (807)	410.58	14.0	372.05	362.20	370.47	347.19	14.2	1.43	404.12	354.76	353.12	370.55	341.89	418.95	313.33	313.33				
Europe (745)	358.16	26.7	331.80	323.02	337.53	345.25	19.6	3.96	362.75	327.41	316.97	332.61	340.37	387.09	250.21	250.21				
Euro/Ex. Euro (351)	106.31	0.0	108.28	111.51	105.94	105.85	0.0	1.51	105.40	106.91	108.51	104.48	104.48	106.34	100.00					
Nordic (149)	525.00	27.3	475.73	463.14	483.25	529.57	25.8	1.57	516.13	485.98	450.98	472.15	517.54	526.56	381.51	390.1				
Pacific Basin (367)	95.20	-4.2	87.17	84.86	88.68	85.34	-1.2	1.74	97.85	88.15	85.34	85.55	85.79	158.99	85.22	152.7				
Asia-Pacific (1612)	208.72	14.5	189.13	184.13	182.40	183.45	16.1	1.90	208.15	187.88	181.88	190.86	181.82	216.04	172.03	197.7				
North America (762)	440.57	14.5	388.23	384.88	406.12	440.81	14.6	1.42	433.82	391.26	378.60	387.60	433.79	448.61	333.87	333.87				
Europe Ex. UK (539)	344.57	32.7	312.24	303.97	317.53	333.16	31.4	1.53	341.38	308.13	288.30	313.02	328.32	345.25	249.28	234.2				
Europe Ex. Euro/Ex. (204)	58.99	0.0	101.42	104.48	98.24	100.87	0.0	2.31	98.58	100.00	102.43	97.72	99.20	100.97	86.35					
Europe Ex. UK Ex. Euro/Ex. (180)	103.46	0.0	105.55	108.22	103.10	103.04	0.0	1.31	102.26	103.75	102.27	101.38	101.30	104.20	89.32					
Pacific Ex. Japan (367)	160.55	-19.8	145.48	141.63	149.00	166.76	-16.5	4.83	163.45	147.83	142.53	149.88	170.00	318.98	160.55	312.2				
World Ex. Euro/Ex. (2110)	97.68	0.0	88.51	85.17	86.04	96.99	0.0	1.66	98.70	87.29	84.50	88.67	97.47	100.18	80.00	80.00				
World Ex. US (1829)	211.78	13.7	181.91	186.84	195.23	190.23	15.4	1.89	211.22	190.85	184.57	193.67	188.60	220.18	175.30	200.0				
World Ex. UK (2255)	267.11	14.0	254.72	247.98	258.13	258.28	14.9	1.51	278.85	251.24	243.23	255.23	255.18	287.02	243.94	240.8				
World Ex. Japan (1961)	388.14	16.8	352.92	343.88	358.71	382.83	16.9	1.72	384.33	346.01	335.86	352.42	377.20	394.39	302.94	302.94				

Financial Times

AUSTRALIA (Jun 5 / Assis)	LOS F	-10	15.95	53.0	24.125	14.95	11.95	11.95	11.95	11.95	11.95
LIMING	0.0500	+10	5.95	45	7.1	10.95	11.95	11.95	11.95	11.95	11.95
Lowell	0.0200	+10	2.95	6.95	9.7	10.95	11.95	11.95	11.95	11.95	11.95
WEL	1.17	+11	5.95	43	4.7	10.95	11.95	11.95	11.95	11.95	11.95

Latvia

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Commodity Market Indicators	CURRENT \$/Ton	PREVIOUS \$/Ton	NET CHANGE	% CHANGE
Ferromanganese	USD 210.45	214.70	+4.75	+2.2%
Crude-FeOx	DEM 264.61	264.43	+0.18	+0.1%
Non-ferrous metals	USD 167.35	167.81	-0.46	-0.3%
HS=GOODS	DEM 205.12	206.99	+1.87	+0.9%
Oil	USD 158.40	153.02	+5.38	+3.5%
Crude-OIL	DEM 161.97	162.36	-0.39	-0.2%
Platinum-Groupmet.	USD 1639.05	1621.11	+17.94	+1.1%
HS-PHARMA	DEM 3035.74	3030.42	+5.32	+0.2%

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*Price data supplied by Brait, part of FT Information.*

Yearly Rights and losses for NYSE reflect the period from Jan 1 1982. Unless otherwise noted, rates of dividend are annual dividends per share. The short, medium, and long term rates are 10-year, 20-year, and 30-year U.S. Treasury Bonds.

On the legal declaration, witness figures are mentioned.  
6-yearly low, PCE price-earnings ratio, PGI - inflation, 1-year yield  
right, ex-dividend or dividend, NO - non, 1 - one, in, b.

<sup>a</sup> Proportions of 100% to 100% 2-plate in 100.  
<sup>b</sup> Deaths suspended.

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## GLOBAL EQUITY MARKETS

US INDICES										US DATA										Dow Jones										JAPAN										FRANCE									
Open	Jan 5	Jan 4	Jan 3	1998 High	Low	Since compilation	Open	Jan 5	Jan 4	Jan 3	1998 High	Low	Since compilation	Open	Jan 5	Jan 4	Jan 3	1998 High	Low	Since compilation	Open	Jan 5	Jan 4	Jan 3	1998 High	Low	Since compilation	Open	Jan 5	Jan 4	Jan 3	1998 High	Low	Since compilation															
Industrial	1007.71	8870.56	8802.80	901.1M	750.42	821.0M	41.22																																										
House Bonds	104.81	104.72	104.75	105.02	104.45	105.05	54.05																																										
Transport	3221.39	3302.32	3260.58	3308.03	3194.26	3308.52	12.2																																										
Utilities	202.38	200.38	200.52	202.28	200.28	202.28	7.55																																										
Oil & Gas	549	570	570	595	570	595	67.72																																										
Oil & Gas, Day's High	567.00	567.00	567.00	571.00	567.00	571.00	(1.00)																																										
Oil & Gas, Day's Low	562.50	562.50	562.50	567.50	562.50	567.50	(1.00)																																										
Standard & Poor's																																																	
Composite	1118.86	1094.93	1082.72	1130.84	1072.58	1128.54	4.4																																										
Industrial	126.54	127.50	126.50	131.48	107.75	131.45	3.2																																										
Financial	134.38	132.48	131.46	140.13	118.05	140.03	7.12																																										
Others	575.57	581.55	581.43	588.62	575.47	588.62	4.5																																										
NYSE Comp.	575.57	581.55	581.43	588.62	575.47	588.62	4.5																																										
Amer Corp	712.12	709.48	704.48	767.02	704.48	767.02	5.74																																										
NASDAQ Comp.	1782.82	1781.95	1782.31	1871.21	1500.22	1871.21	5.42																																										
Bourse 2000	464.24	451.74	448.16	481.41	410.02	481.41	12.33																																										
INDEX FUTURES																																																	
US S&P 500	Open	Sett price	Change	High	Low	Est. vol.	Open Int.																																										
Jun	1007.50	1117.40	+18.70	1117.50	1092.70	206,422	109.70																																										
Sep	1113.00	1224.57	+19.00	1224.50	1134.51	207,000	1134.51																																										
Midcap 225	Open	Sett price	Change	High	Low	Est. vol.	Open Int.																																										
Jun	1530.00	1531.00	-0.00	1530.00	1530.00	154,265	1530.00																																										
Sep	1537.00	1537.00	-0.00	1537.00	1537.00	154,265	1537.00																																										
Open Interest: Open interest for previous day.																																																	
WORLD MARKETS AT A GLANCE																																																	
Country	Index	Jan 5	Jan 4	Jan 3	1998 High	Low	1998 Vol.	% Yield	% P/E	Country	Index	Jan 5	Jan 4	Jan 3	1998 High	Low	1998 Vol.	% Yield	% P/E	Country	Index	Jan 5	Jan 4	Jan 3	1998 High	Low	1998 Vol.	% Yield	% P/E	Country	Index	Jan 5	Jan 4	Jan 3	1998 High	Low	1998 Vol.	% Yield	% P/E	Country	Index	Jan 5	Jan 4	Jan 3	1998 High	Low	1998 Vol.	% Yield	% P/E
Argentina	General	2052.05	2072.02	2046.81	2346.67	230.20	1823.78	271	3.13	18	Hong Kong	814.50	767.09	771.29	906.38	234	749.35	295	na	na	Hong Kong	814.50	767.09	771.29	906.38	234	749.35	na	na	Portugal	941.30	594.16	594.16	594.16	224	594.16	224	1.63	42.2										
Argentina	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentina	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentinean	Argentina	Argentinean	Argentinean	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina	Argentina																
Argentina	Argentinean	Argentinean	Argentinean	Argentinean	Arg																																												

## FT GUIDE TO THE WEEK

## MONDAY 8

## United front on drugs

Heads of state including US president Bill Clinton and British prime minister Tony Blair attend a special three-day session of the United Nations general assembly in New York on how to tackle the international drug problem. A draft declaration prepared for the meeting aims to cut drastically both illicit supply and demand for drugs within 10 years, with a programme that includes stronger controls on precursors, action on amphetamine-type stimulants, more judicial co-operation and an international approach to drug crop eradication strategies. The UN says worldwide heroin abuse has been increasing in recent years and there has been a big jump in the use of "lifestyle" drugs such as ecstasy.

## Boris goes to Bonn

Russian President Boris Yeltsin arrives in Bonn this evening, accompanied by seven government ministers, for talks lasting until Tuesday lunchtime with the German government at the first formal German-Russian "consultation". Chancellor Helmut Kohl will be looking, in particular, for ways of using Russia's influence over Serbia to control the worsening conflict in Kosovo. But Russia's financial crisis – and possible German help in conjunction with the International Monetary Fund – is also high on the agenda.

## Net losses

European Union fisheries ministers are expected to approve a ban on the use of drift nets on the high seas as part of efforts to protect dolphins. The prohibition is likely to be opposed by Italy and France, but the support of other nations is expected to be enough to provide a qualified majority. The ban is scheduled to come into effect in March 2001. Fishermen will be offered various forms of aid as recompense.

## View of Kosovo

European Union foreign ministers meeting in Luxembourg will discuss the Kosovo crisis and are expected to adopt a common position, including implementation of the ban on any new investment in Serbia.

## FT Survey

Spain.

## Holidays

Cyprus, Argentina, Australia, Greece, Ukraine.

## TUESDAY 10

## Insurance pact

Japan and the US will hold talks in Tokyo to review the progress made in their 1996 insurance agreement. Under the previous agreement, Japanese companies will be allowed after 2001 to enter the "third sector", covering all other

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## FINANCIAL TIMES SURVEY

# Spain

Unemployment and Basque troubles are the big blemishes on the country's strong performance. David White reports

## Timely sense of confidence

José María Aznar, Spain's prime minister, almost missed the photograph session at the end of the Brussels summit meeting last month which set the stage for the euro.

Here, as he was saying the week before, was where Europe's 21st century would begin. Spain's inclusion in the first group of countries to share the new currency was the single achievement on which he had pegged his political reputation. But he had a last-minute delay and only just made it into the edge of the picture with the assembled heads of government and ministers.

It was a poignant detail, because the launch of the euro was one occasion when Spain could boast of having arrived on time, the first instance in post-war history of its being a founder-member of something really important. For once, it will not be left behind.

One of the received ideas about the Spanish, of course, is that they are usually late. This is not just a matter of social customs, but can be applied to much of the nation's recent past.

Spain was late to industrialise, by the standards of most of the rest of Europe, and then late to open up its economy. More recently, it has in many cases lagged in liberalising business sectors and tackling industrial problems. And it was quite late

(although not as late as Italy) in becoming a credible qualifier for the euro.

The Spanish are not great prepared, but they are master improvisers. The country's experience in its 12 years in the European Union and its present mood of economic confidence - based on

the early boom years of EU membership, with rates of over 3 per cent for several years to come. It should, they say, grow faster than the EU as a whole, thereby narrowing the gap in average income levels.

But most companies are only beginning to come to terms with the challenges inherent in the single currency.

Spain is having to wean itself off a long reliance on devaluation as a solution to problems of competitiveness. Its biggest customers are France and Germany, and since the early 1980s the peseta has lost almost a third of its value against the franc and more than half its value against the D-Mark.

With a permanently fixed exchange relationship, the only adjustment option will be greater productivity. Business leaders are now constantly nagging Mr Aznar's centre-right government for faster reform to help companies compete. They want it to tackle bureaucratic barriers, service-sector monopolies, social charges, and labour rules which, despite changes last year, they still consider a handicap.

At the same time, business

appears to be less geared up for the changeover than in other euro-zone countries. A

survey by the Council of

a magic combination of expansion and unprecedented low inflation - foster a general expectation that it will do well within the new single-currency market.

Investment is strong and more is expected, now that uncertainty over euro membership is over. The growth rate, according to Bank of Spain estimates for the first quarter, has reached 3.8 per cent.

Many economists believe Spain can now get the kind of balanced, sustained growth in output and jobs that it failed to achieve in

Chambers of Commerce found that a majority of Spanish companies planned to be using the euro before the peseta's phase-out in 2002. But 72 per cent admitted they were not sufficiently well informed. 78 per cent were uncertain how long the switch would take and 83 per cent had no idea what it would cost.

Monetary union has up to now been viewed primarily as a political objective, a sort of confirmation ceremony in the EU part of the modernisation of Spain. Not that the euro arouses great popular enthusiasm, but Spaniards are ready to give up the peseta without so much as a whimper.

In a private TV channel's daily satire slot, a puppet of Rodrigo Rato, the finance minister, opens the box containing Spain's formula for euro qualification. Out comes a lot of smoke. But there is also a free gift that comes with the euro, a cuckoo-clock, and when it strikes, a tiny Mr Aznar shoots out, chirping: "Spain's doing well. Spain's doing well."

Membership of the euro is an important factor in the prevailing mood of optimism. Apart from its direct economic impact - and Spaniards overwhelmingly believe they are better in than out - it is a psychological boost for a nation that has long suffered from isolation.

Spain now belongs to everything its partners belong to, including the military side of Nato, which it stayed out of until last year.

Felipe González, Mr Aznar's predecessor, left him with a difficult act to follow on the international stage, but the government has won credit in Brussels.

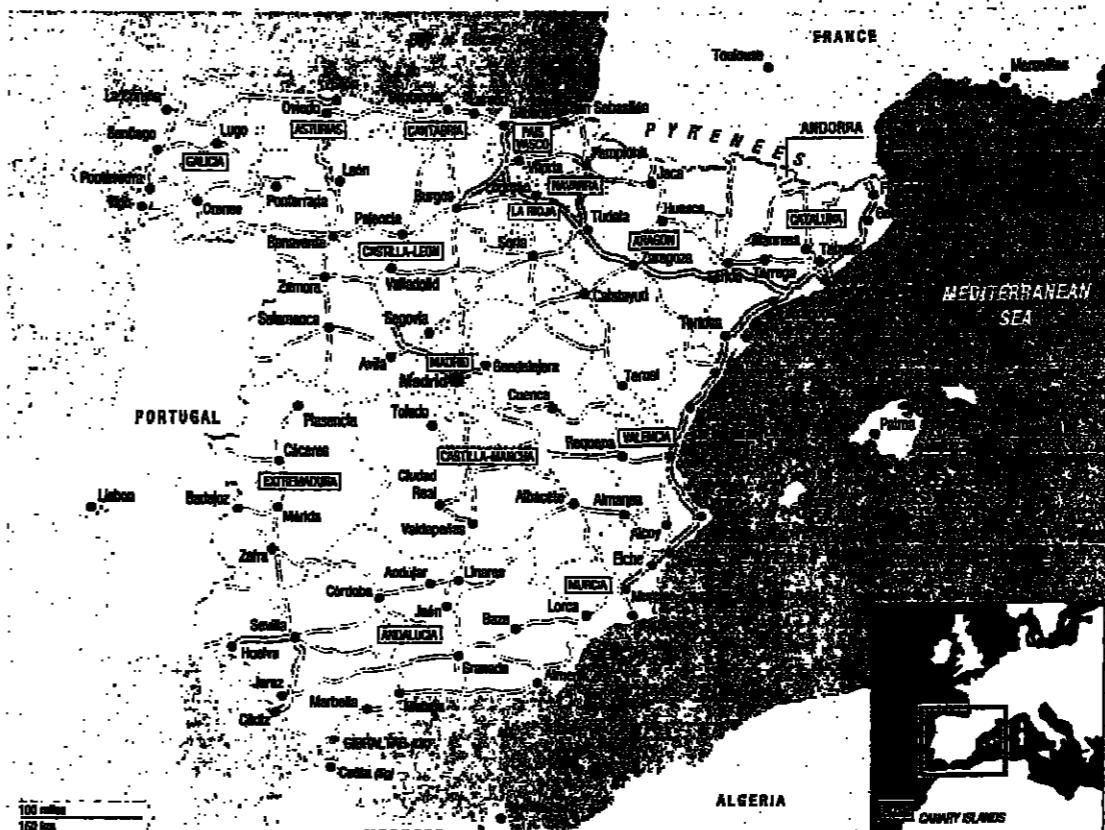
It sees itself as having been instrumental in ensuring a wide base for monetary union and overcoming the idea of a second tier of "Club Med" countries which would have had to wait to join.

In the words of Cristóbal Montoro, state secretary for the economy, the new currency is "a different kind of euro from the one there would have been if Spain had not qualified."

Feeling it has now established Spain's place as a,

CONTINUED ON PAGE 2

100 miles  
160 km



• Area 504,680 sq km	• Population: 39.3m (1997 official estimate)
• Languages: Spanish (Castilian), Basque, Catalan, Galician	• Major cities and population (1995)
• Currency: Peseta (Pta)	Madrid (capital) 2,807,000
• Exchange rate (Pta = Pst) = Pst145.40	Barcelona 1,200,000
• June 2 1998 \$1 = Pst51.20	Valladolid 747,000
	Gijón 627,000

### Constitution

• Official name: Kingdom of Spain

• Form of state: Constitutional monarchy

• Legal system: Based on 1781 constitution

• National legislature: bicameral Cortes, Senate of 257 members

205 directly elected and 49 appointed as regional representatives, but with 80% influence; Congress of Deputies of 350 members, elected from closed party lists in individual constituencies

• State legislature: 17 autonomous community (regions) parlements

• Electoral system: Universal suffrage over age 18

• National elections: March 1996; next election due by March 2000

### COUNCIL OF MINISTERS

• Prime minister: José María Aznar

• Deputy prime minister: Francisco Álvarez-Cascos

• Deputy prime minister and minister of economy and finance: Rodrigo Rato

• KEY MINISTERS

• Agriculture: Llorente de Palacio

• Defense: Eduardo Serra

• Education and culture: Esperanza Aguirre

• Environment: Inaki Tobillos

• Foreign affairs: Adolfo Muñoz

• Health: José Manuel Roldán Díaz de la Torre

• Industry, energy and tourism: Juan Pérez

• Interior: Joaquín Almunia

• Justice: Margarita Robles

• Public administration: Mariano Rajoy

• Public works: Rafael Arias Sánchez

• Labour and social affairs: Javier Arenas

• Science, technology and innovation: Vicente Fox

• TRANSACTIONS

### Economic summary

1996 Estimate 1997 Forecast

Total GDP (\$Bn) 848.5 860.5

Real GDP growth (% change) 3.5 3.0

GDP per head (\$) 14,164 14,072

Inflation (annual % change in CPI) 2.4 2.8

Budget deficit (as a % of GDP) 67.4 65.2

Three-month interbank rate (%) 4.9 5.4

Average hourly earnings (annual % change) 0.1 0.8

Industrial production (annual % change) 4.3 3.8

Unemployment rate (% of workforce) 18.2 18.3

Government expenditure (% of GDP) 46.7 46.2

Total foreign debt (\$Bn) 17.9 16.5

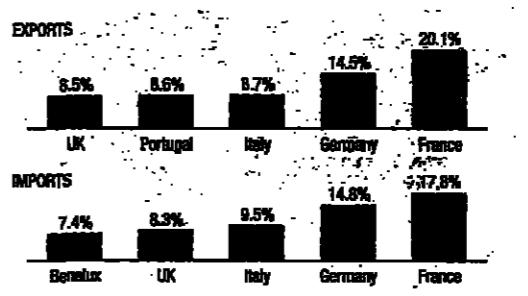
Current account balance (\$Bn) 2.6 1.3

Merchandise exports (\$Bn) 114.8 127.4

Merchandise imports (\$Bn) 120.3 142.8

Trade balance (\$Bn) -14.4 -16.1

Spain's trading partners (share of total trade to world 1996):



**SUPERDIPLO**  
US\$ 297 Million  
Initial Public Offering

Global Coordinator  
Santander Investment & Co-Lead Manager & Bookrunner  
Agora, Salomon Brothers & Vassiliev

Santander Investment

**TELEFÓNICA**  
US\$ 2,050 Million  
Capital Increase

Joint Lead Manager  
(Spanish retail and global investment banks)

Santander Investment

**EMAJORICA**  
Investment in Puerto de Mallorca, S.A.

Joint required 100% of the share capital of Grupo Majestik

Santander Investment

**ARGENTARIA**  
US\$ 2,532 Million  
Secondary Offering

Global Coordinator  
Lead Manager in Spain and Latin America  
Co-Lead Manager in U.S. and Asia Pacific  
Co-Manager in Europe and Middle East  
Stabilization Manager

Santander Investment

**IBERDROLA**  
US\$ 1,240 Million  
Secondary Offering

Joint Lead Manager  
Santander Investment

**EDERESA**  
US\$ 4,544 Million  
Secondary Offering

Global Coordinator  
Lead Manager in Spain and Latin America  
Co-Manager in U.S. and Asia Pacific  
Co-Manager in Europe and Middle East  
Stabilization Manager

Santander Investment

**RADAR**  
US\$ 400 Million  
Long Term Financing

Joint Lead Manager and Agent Bank  
Santander Investment and UBS Warburg

Santander Investment

**CURE**  
US\$ 19 Million  
Initial Public Offering

Santander Investment acted as Lead Manager and Agent Bank

Santander Investment

In Spain

## 2 SPAIN

POLITICS • by David White

# Aznar has grown to fit the part

Second half of four-year term looks set to be more testing for prime minister

A newspaper cartoon after Spain's last general election showed a man with a neat moustache, his arm raised in a victory salute, but with barely his fingers protruding from his upturned sleeve.

More than two years later, past the half-way point of his term in office, the 45-year-old José María Aznar fits the prime ministerial clothes much better than he seemed to at the outset.

Displaying increasing ease and confidence in the job, he can already claim a record in democratic Spain for keeping the same government team together, without changing a single state secretary. He has achieved his main aim of ensuring Spain's place in European monetary currency, and presided over a strong economic recovery, with improved job prospects, record low inflation and cheap mortgages.

With little effective opposition from the defeated Socialists, still disoriented after more than 13 years in power under Felipe González, Mr Aznar's centre-right Popular party (PP) has looked increasingly comfortable and even smug.

But the second half of Mr Aznar's term will be much more politically testing, on two fronts. The first involves a revived challenge on the left, with a wave of popular backing behind José Borrell. The Socialists' unexpected

choice as figurehead in the next election campaign. The second involves the regional parties which have provided vital support for Mr Aznar, but which have their own political agendas and electoral timetables.

The immediate aftermath of his election victory was messy. With a narrower advantage than opinion polls and his own advisers had suggested, and 20 seats short of an absolute majority, the PP was obliged to negotiate pacts with the same regional forces that until not long

**Immediate aftermath of election victory was messy, with a narrower advantage than polls suggested**

before had been supporting the previous Socialist government. For a party whose supporters on election night were chanting insults against the Catalan leader Jordi Pujol, it required something of a contortionist act for it to portray itself as a champion of devolution, and strike deals on regional funding and administrative responsibilities.

It seemed doubtful whether Mr Aznar would complete a four-year term. Either, observers thought, he would call an early election to try for an outright majority and leave himself unencumbered by regional partners, or else the regional

French counterparts under Lionel Jospin, the Socialists have already borrowed a few pages from the French book, including the aim of a 35-hour working week.

The next general election looks likely to centre on the issue of social spending, between an opposition seeking a reinforced welfare system and a tax-cutting government. Income tax reductions, promised by the PP last time around, are due to take effect in revised form next year.

But by then Spain will have embarked on a series of political contests – in the Basque country this October, Catalonia next spring or



World stage: José María Aznar (centre) and King Juan Carlos (right) greet Brazilian president Fernando Henrique Cardoso in April

autumn, and mid-year elections for municipal councils, most of the other regions and the European parliament – which will set the stage for the general election.

The main regional battles affect the power bases of the parties: the government relies on its parliamentary majority. With 156 of the 350 seats in the Spanish lower house, the PP needs the support of the main Catalan party (16 seats) and either the main Basque party (5 seats) or the main Canary Islands coalition (4 seats) for a majority. It could be a tough period for relations with these partners. Mr

Pujol, who can call elections in Catalonia when he wants, has an interest in keeping them separate from other ballot contests. The Socialists, his main opponents, have always found it easier mobilising people in Catalonia to vote in national-scale elections rather than for the regional parliament – and probably more so now, with the Catalan Mr Borrell heading the party.

The election series will also be a tactical testing-ground for the left. Unlike their counterparts in France and Italy, Spain's Socialists have kept a wary distance from the Communists, who, at the head of the United Left (IU) coalition, are the third party in parliament. An offer launched by the Socialists last year to form a "common cause of the left" has focused on splinter groups that have been excluded from IU ranks. With Mr Borrell's emergence as the Socialists' leadership challenger, Mr Anguita appears much keener to seek an electoral pact. His coalition improved its vote to more than 10 per cent in the last election, but has since lost ground with its internal purges of dissident factions. Mr Borrell, bringing a more strident tone to the Socialist party, is clearly counting on capturing extra support on

the left, rather than concentrating efforts on regaining centrist voters from the PP.

The way Spain's proportional electoral system works, the single parties with the biggest shares of the vote get even bigger shares of the seats. The PP's victory was possible because there was no other party on the right contesting the election nationwide. The vote of the left, divided between Socialists and Communists, was in fact more – 48 per cent – than the combined vote of the PP and its current regional allies. For both Mr Aznar and Mr Borrell, that is a tantalising piece of arithmetic.

## PROFILE

## José Borrell

## Maverick of the left

A kind of electric jolt went through Spanish politics when José Borrell won the Socialist vote to head the party's next general election campaign and stand as its candidate for prime minister.

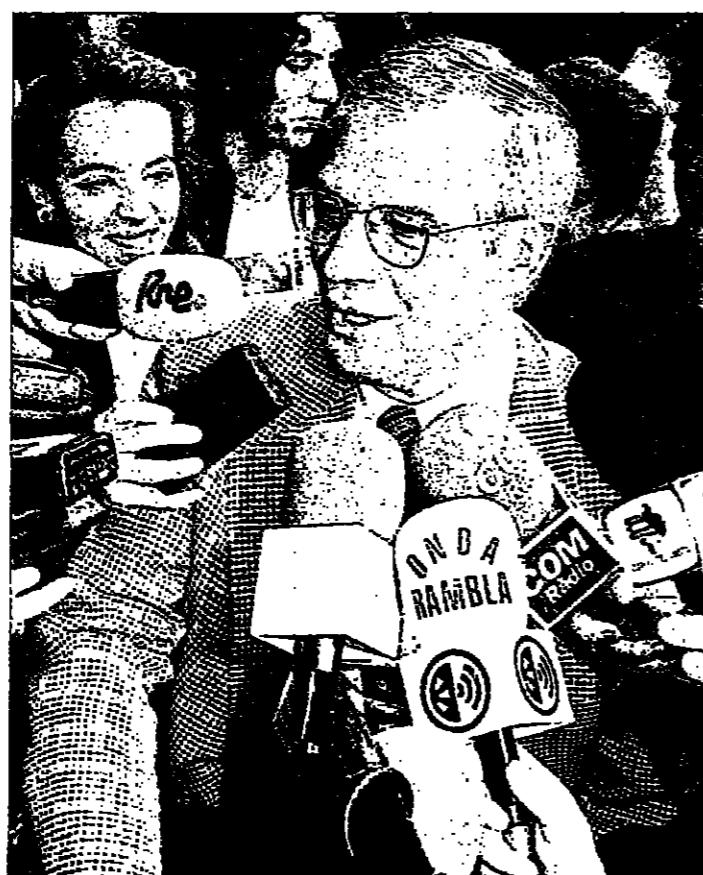
In one swift, opportunistic move, Mr Borrell upset the party hierarchy and seized an against-the-odds victory in a "primary" contest on April 24, his 51st birthday. The momentum of his campaign brought with it a sense of excitement on the Spanish left. But for many Socialists as well as conservatives, it also brought a whiff of danger.

Here, on the one hand, was an attractive new figurehead, a stylish and incisive speaker and natural television performer, able to stir up popular enthusiasm. But at the same time, here was an outsider, a one-man show, still a largely unknown quantity in many respects, untried in foreign affairs, set on breaking away from the party's recent past, capable of provoking antipathy almost as easily as admiration.

Until his victory, the party remained dominated by the shadow of Felipe González, the leader who headed it for 23 years, through Spain's transition to democracy and four terms in government. When Mr González made his surprise decision to stand down as secretary-general a year ago, the party turned to a close ally to replace him, the reliable and moderate Joaquín Almunia.

The idea of holding "primaries" was meant to rally support behind Mr Almunia, but it boomeranged against him. Mr Borrell won the candidacy vote by 55 per cent to 45. The outcome means Mr Almunia has to share an uncomfortable double act, heading the party itself while the "candidate" takes the role of opposition leader in parliament.

Mr Borrell counted on strong backing among the Socialist rank-and-file, even though Mr Almunia had a virtually unanimous support from the rest of the party's



Opportunistic move: José Borrell after his election

executive committee, as well as from Mr González, Public works, transport and environment minister in the last five years of the González administration. Mr Borrell has always been a political loner. He admits to not being an easy person. Critics find him conceited and opinionated. He has a reputation as a French-style dirigiste, a centralist and a big spender. His projects as minister included an unimplemented master-plan for solving Spain's cyclical water shortages which was expected to cost \$30bn.

A firm believer in the welfare state and the role of the public sector, he argues for a "European model" of social protection rather than an "Anglo-Saxon model", rejecting what he calls "the fatalism of the market". His popular appeal is based on a mix of physical presence, a clear belief in his own mission, and a strong note of idealism. "Nobody can build a political project on a GDP growth rate," he said in an interview with the party newspaper *E! Socialista*. "Nobody falls in love with an inflation rate."

In another interview, he declared: "I am not an adventurer, but there is nothing worthwhile in life that does not involve some risk."

However, he said his experience serving under Mr González gave him "a dose of common sense". From a modest background, Mr Borrell studied on scholarships to qualify as an aeronautical engineer, then an economist. He went to an Israeli kibbutz where he met his French wife, did postgraduate studies in Paris and Stanford, California, and joined the Socialist party on his return to Spain in 1975, when the Franco regime was near its end.

When the Socialists won power in 1982, he became budget director and later state secretary for finance – earning a certain notoriety by hounding show-business stars for taxes – before entering the cabinet in 1989.

He raises bristles in other parties, especially the regionalists who have held the balance of power in the last two Spanish parliaments. The main Basque party, the PNV, on the whole more at ease with the Socialists than with the centre-right Popular party now in power, says it "always had problems" with Mr Borrell. Iñaki Anasagasti, leader of the Basque parliamentary group in Madrid, has dismissed Mr Borrell's political principles as "old ideas, from 1789".

A Catalan himself – he is known indiscriminately by either the Spanish version of his first name, José, or the Catalan version, Josep – Mr Borrell is no friend of Catalan nationalists. His stint as minister brought him into conflict with Jordi Pujol, Catalonia's powerful regional president.

It is usually considered in Spain that coming from Catalonia is a serious barrier for an electoral candidate in the rest of the country, because of prejudice against the Catalans' reputed arrogance.

Curiously, considering that Catalonia is Spain's most developed region, the nation has not had a Catalan head of government since the 1870s. But Mr Borrell intends to become the exception to the rule.

David White

have reinvented themselves as multinationals.

The second is the way in which household savings, which have significantly increased in volume, have switched to equity investments.

The development of these twin trends is underpinned by what is arguably the greatest change of all. Financing economic growth has become very cheap, virtually overnight, and this is the factor, above all others, that is fuelling the confidence that Mr Montoro both expresses and encounters.

The Bank of Spain's intervention rate has fallen by five points since 1985 to 4.25 per cent, and the peseta's long bond spread against the D-Mark has shrunk from 400 points in the past two years, to 16 at the latest count.

With year-on-year inflation holding steady at around 2 per cent, domestic business can take on challenges that were previously denied to it. Simultaneously a high, and growing, proportion of household savings has turned away from fixed income instruments, which have now made unprofitable, and been invested in the productive economy.

When Endesa, the power group, launched the registration period for the final phase of its privatisation at the end of last month it did it in style, consciously aping Wall Street. The classical facade of Madrid's Bolsa looked like an expensively wrapped gift, for its Doric columns were decked in Endesa's blue and grey corporate colours. The unprecedented hype was fully justified.

The bottom line of his upbeat message was that Spain could "have the strongest balance of payments in the euro". Coming from anyone other than the thoughtful Mr Montoro this would have passed as jingoism. But the secretary of state is not a boastful politician.

Those listening to him tended to agree, for business confidence in Spain is running very high at present.

Now that Spain has passed the Emu threshold, two features of the domestic economy help to explain such optimism. Both features are new.

The first is the manner in which Spanish corporations

the entire value of the disposal.

There is a clear background to such demand because a quiet revolution has taken place that has turned Spain into a shareholder society.

When Telefónica, the national telecoms operator, was privatised, in February 1997, 68 per cent of the \$4.3bn offer was placed among individual Spanish investors.

In the same vein, 63 per cent of Argentaria's \$2.5bn disposal in February this year was routed to domestic small savers, as was 71 per cent of the \$2.2bn April privatisation of Tabacalera, the tobacco manufacturer and distributor.

It is reckoned that 25 per cent of households use part of their savings to acquire stock on the Bolsa. In a succession of IPOs over the past two years, and notwithstanding the huge final offer of Endesa equity, individual Spanish investors have acquired around 500m shares, worth some \$9.6bn.

Endesa, formerly a government-owned electricity distributor serving a tightly regulated market, usefully exemplifies the new muscle of the domestic economy. It has diversified its business, to the point that it now styles itself a multi-utility corporation, and has aggressively expanded into Latin America, the favoured stamping ground of Spain's larger companies.

Endesa plans to step up its geographical diversification with investments chiefly in Latin America, totalling \$2.6bn through to 2002. That will lift its earnings outside Spain to 20 per cent of attributable net profit, up from 6 per cent at present. A further \$1bn will be invested to diversify into the co-generation business, the gas industry and the telecommunications sectors, and earnings from non-electricity business units will represent 10 per cent of current net profits within four years.

A range of other Spanish companies, particularly recently privatised ones such as Repsol, Telefónica and Tabacalera, have outlined similar growth ambitions.

What is wholly new on the Spanish economic landscape is that domestic business is now exporting capital in addition to goods and services.

## Timely sense of confidence

CONTINUED FROM PAGE 1

in the pithy words of one senior official, "Mediterranean, ma non troppo" – it has begun acting in a more muscular way in Brussels. It is anxious to prevent the next phase of EU expansion from undermining the current system of financial transfers, of which Spain is the biggest beneficiary.

The spate of economic good news has made Mr Aznar's minority Popular party administration look increasingly comfortable, and much better placed to win a second term than

appeared to be the case when it was elected just over two years ago. But his government, sometimes high-handed and sectarian in its behaviour, continues to be a blemish on Spain's economic performance. The official rate,

although lower now than at any time since 1992, remains close to 20 per cent. Some studies suggest the truth may be more like 18 per cent, but it is still high. Jobs are now being created in Spain far faster than in the EU as a whole, a net increase of 400,000 a year.

But then the country still has a lot of people to bring on to the labour market. Official figures for the end of last year show a participation rate among over-16s of 50 per cent, significantly below levels in the rest of the EU. For women, the rate was 38 per cent.

The other big scar that has failed to heal in Spain is Basque terrorism. Yesterday marked a grim anniversary – the ETA separatist organisation's first assassination in 1968. Although nowhere near peak levels, fatal attacks have been running at about one a month in the last few years, and ETA has found a way of gaining maximum

impact by targeting local Popular party politicians. The government, not believing Northern Ireland-style negotiations are applicable, is concentrating on trying to isolate ETA and arrest its remaining members. But there is no consensus between the main national parties and Basque regional parties about how to deal with the problem. After 30 years – through the end of the Franco regime, the installation of democracy and the development of regional self-rule – it is not clear that it is anywhere near being overcome.

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THE BASQUE PROBLEM • by David White

## Madrid's tough stance heightens state of tension

Bomb-and-bullet campaign continues to distort the political scene

A recent survey by the authorities of Spain's Basque region found that 47 per cent of the population felt more Basque than Spanish, including 32 per cent who regarded themselves only as Basques. This compared with 10 per cent who considered themselves as primarily or solely Spanish.

Twenty-two per cent of respondents in the region said they favoured independence; a further 35 per cent said it would depend on the circumstances; 35 per cent were against.

After more than 18 years of self-government in the Basque country - three small northern provinces with a population of just over 2m - the issue of its status with respect to the rest of Spain remains a source of tension, disturbingly highlighted by an unending terrorist conflict.

The bomb-and-bullet campaign which the Eta separatist group began in the late 1960s, during Spain's Franco dictatorship, distorts the whole Basque political scene. The moderate Basque Nationalist Party (PNV), which heads the regional government, is often seen by its rivals as using Eta's continuing activity as leverage for furthering its own demands.

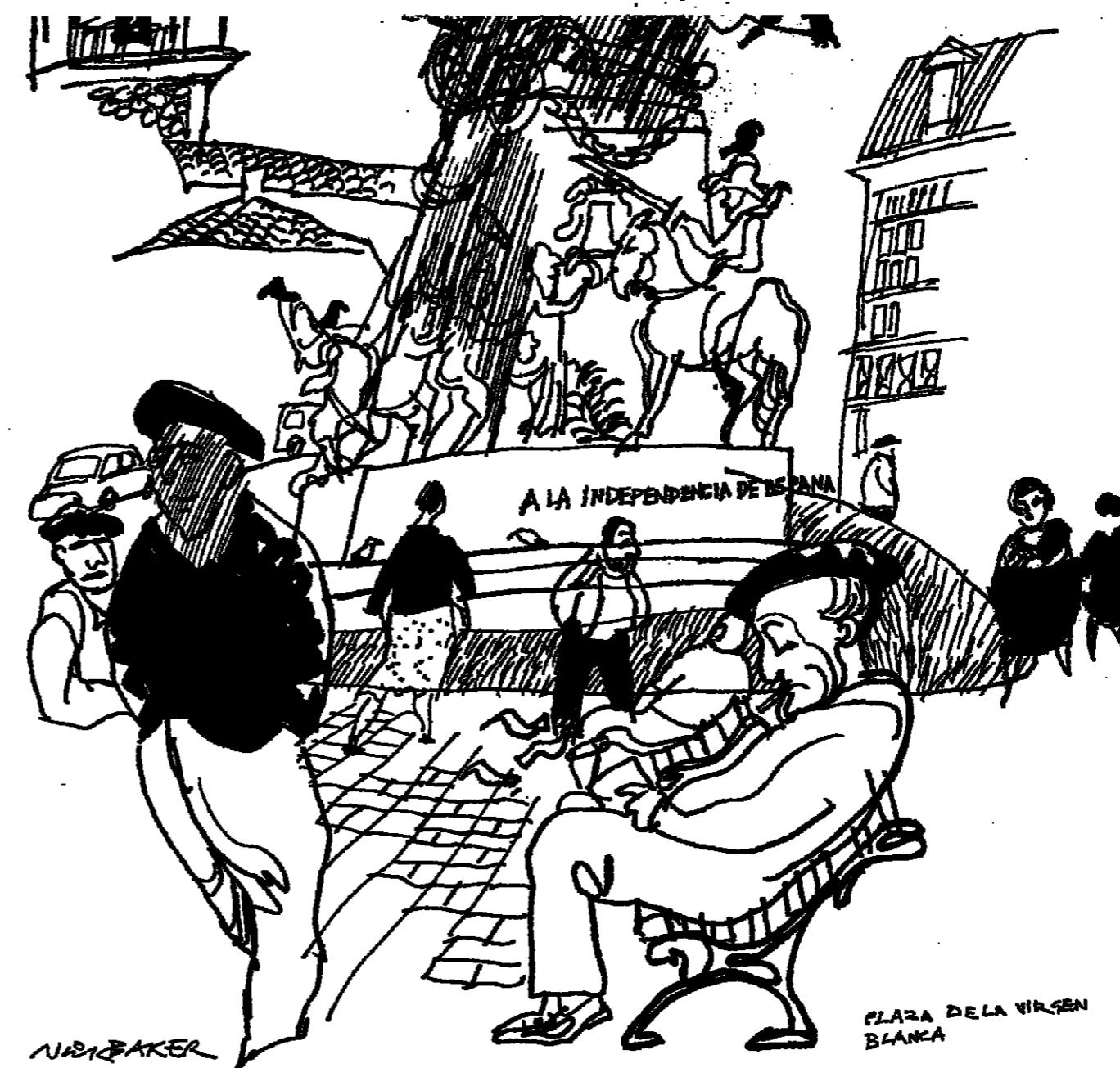
In contrast with UK parties over Northern Ireland, Spain now lacks a consensus over the handling of Basque terrorism. Divisions have been getting worse in the run-up to regional elections on October 25.

While the PNV is expected to hold its leading position, the various nationalist parties might for the first time

cease to make up a combined majority in the regional parliament. The conservatives of the Popular party (PP), now in government in Madrid, have until recently been marginalised in the Basque country. But, with a clutch of young candidates, they are rivalling the Socialists, up to now the second political force, and part of the PNV-led coalition government.

In recent months, Eta has made the PP its prime target, with a series of attacks on local councillors. Public shock over the first of this latest series of killings - the execution of kidnap victim Miguel Angel Blanco last

July - brought millions on to the streets throughout Spain in a spontaneous civic movement to repudiate the terrorists. Repeated on each occasion, the silent demonstrations, the showing of whitened hands, the protest banners paraded through Basque towns with slogans such as "Bakera behar dugu" ("We need peace," in the Basque language), have become familiar images. But they have no apparent effect on Eta, evidently more intent on impact and provocation than on winning



is seriously interested in ending hostilities.

José Antonio Ardanza, the region's outgoing PNV president, tried unsuccessfully in March to secure an inter-party agreement to prepare a possible path for negotiation. His initiative was aimed at reviving a pact reached 10 years ago which foresaw the possibility of "a discussed end to violence". He ruled out dealing with Eta but proposed bringing Eta into talks with other parties represented in the Basque region, stipulating that the Madrid

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government should agree to abide by any deal they came to.

Basque nationalist leaders complain of a lack of understanding between them and Madrid. They argue that Eta terrorism is based on a political conflict, and that, while Spain's previous Socialist government recognised this, the present administration appears convinced that the violence can be ended by police means alone.

Eta's capability has cer-

sometimes able to take over whole districts.

HB, meanwhile, continues to enjoy strong minority support. Since last summer, other parties have tried to isolate it, depositing HB mayors in some of its main bastions. The party is expected to lose some ground in the October election. Four years ago, it failed to match its previous 18 per cent peak. But it still captured 16 per cent of the vote, and Basque leaders do not see it disappearing rapidly from the scene.

PUBLIC SECTOR • by David White

## When going gets tough

Government has arrived at the hard bit of its three-stage plan for privatisations

In the coalmining valleys of Spain's northern Asturias region, the pithead machinery continues to turn at a dozen state-owned mines. They produce a poor coal that nobody really wants, extracted at high cost for a company that has never made a profit and never expects to do so.

Here the inefficiencies of subsidised state industry reach an extreme. But it is also here that the industrial support system is likely to persist long after it has been dismantled elsewhere.

In these grim mining communities and the shipbuilding ports of the north and south of Spain, the brave new world of the free market and private enterprise meets its frontiers.

José Piqué, the industry minister brought into the centre-right government from the private sector two years ago, has had to reconcile himself to subsidies that he once described as "a biblical curse". Coal aid is set to continue well into the next century, with the threat of closure staved off for political and social reasons.

Asturias, with a rebellious left-wing history, is a recent conquest of Spain's ruling Popular party, which now runs the regional government. The region has been battered by a succession of crises costing 35,000 jobs in state coal and steel companies since the 1970s.

The government reached a settlement with miners' unions last year on a gradual rundown. The part dealing with the nationalised mines - the main company Hunosa and its sister Figaredo colliery - was challenged by the European Commission, wanting deeper cuts. Over the years, the group has already cut its workforce by two thirds to less than 10,000 and closed half its mines. But it still provides 40 per cent of coal-mining jobs, for only 14 per cent of production.

After a bitter one-month strike over the new year, the government settled on an adjusted deal that added 500

voluntary redundancies. But it kept plans for new hirings to offset early retirements, promising to maintain a workforce of at least 6,500 at the end of 2001, and keeping open all the remaining deep pits where there is still coal to be mined.

Formed to rescue the region's principal collieries 31 years ago, Hunosa has made nothing but losses. Last year these were still more than the value of its sales, at over Pta40bn. Its production costs roughly six times the price of imported Australian coal.

Overall employment in the coal industry has been halved since 1982 to 24,000. But the sector remains

wholly dependent on financial support, partly through a 5 per cent tax on electricity bills. Its production all goes to Spanish power stations. Total support last year, according to government figures, worked out at Pta36bn per employee, more than twice the average mining wage.

At Sepi, the government's industrial holding company, the plan is that Hunosa should be the only interest it has left in 2001. Eventually, it continues to receive direct budget subsidies. These included Iberia, the national airline, which had been rescued from the verge of bankruptcy. It is now being privatised in stages through international partners. Spanish corporate shareholders and the stock market.

Since coming to power in 1996, the government has privatised whole companies and minority shareholdings worth some Pta4,000bn, including the final sale of shares in the power group Endesa, now under way in the country's biggest privatisation operation.

The previous Socialist

administration began sell-offs in the mid-1980s, but this is the nearest Spain has come to a comprehensive approach to dealing with its accumulated state interests. State enterprise in Spain started in sectors such as oil in the 1920s. It expanded in the early years of General Franco's dictatorship with initiatives to build up power, steel and other basic industries through an Italian-style nationalised authority, ENI. From the 1960s it took on an additional role as a hospital for crisis-hit companies.

Mr Piqué set out a three-stage plan for privatising everything that could be privatised within the present

workforce by over 70 per cent were promoted from the lame-duck category, rebaptised under the name Aceralia and successfully floated late last year after the sale of a controlling stake to Arbed of Luxembourg. Alcoa of the US bought Spain's insolvent aluminium company in a \$10bn deal finalised earlier this year. The government has started negotiating the sale of its troubled Babcock & Wilcox Española capital goods producer with Norway's Kvaerner.

On the privatisation list are aerospace builder Casa, the Spanish partner in Airbus and Eurofighter, pending its European partners' reorganisation plans for the industry, and electronics company Indra, linked to France's Thomson group. Tougher questions surround the future of arms group Santa Bárbara and military shipbuilder Bazan, heavily dependent on Spanish procurement programmes for tanks, frigates and submarines. A \$2bn programme for building German-designed tanks provides a lifeline for Santa Bárbara's armoured vehicles division. But the government, which has been talking with Krauss-Maffei and Rheinmetall, is looking for a way of buying off more than this one part of the group.

At Spain's commercial shipyards, unions are bracing themselves for another struggle. Employment, 28,000 in the early 1980s, is already due to come down to 6,000 this year. It would have been less, but a violent conflict three years ago succeeded in keeping all eight yards open under a revised cutback plan.

A second batch of companies needed "consolidating" before they could be transferred to private hands. These included Iberia, the national airline, which had been rescued from the verge of bankruptcy. It is now being privatised in stages through international partners. Spanish corporate shareholders and the stock market.

The remaining state steel mills - survivors of a belated reconstruction in the 1980s that cost Spain Pta1,000bn and reduced the

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## 4 SPAIN

LABOUR RELATIONS • by Tom Burns

# Fear of renewed militancy

Employers are concerned that the present harmony may be undermined

The Mayday rally in Madrid at the beginning of last month filled the CEOE, the national employers' confederation, with foreboding. The call for a 35-hour week by the trade union leadership was not surprising.

What rattled the employers was that the lightning was stolen by José Borrell, the Socialist party candidate for prime minister in the next general election.

Borrell was the first party leader to attend a Mayday rally since 1984, a year when the stringent budgetary policies of the then Socialist government forced a divide between the party and the labour movement. Mr Borrell dodged questions on whether he endorsed the shorter working week, but he made clear he wanted to rebuild relations with the trade unions.

As far as the employers are concerned Mr Borrell spells trouble: he is looked upon as a *dirigiste* radical. The tax clampdown on business that he sponsored in the 1980s, when he held senior jobs in the economy ministry, has not been forgotten.

They fear that the disruption of Mr Borrell on the political stage could undermine corporate confidence and polarise the trade union leadership. Their concern is that this would upset the general harmony that has characterised industrial relations since the employers' confederation and the unions signed a far-reaching agreement a year ago to overhaul rigid labour market rules.

The agreement was a trade-off in which the unions accepted lower redundancy costs while employers introduced more stable employment in place of a vicious circle of rotating six month jobs.

Antonio Gutiérrez, leader of the Workers Commissions



May march: Striking workers demonstrate in support of olive growers

called it "balanced, and based on mutual concessions". Cándido Menéndez, head of UGT, the rival nationwide labour federation, spoke of a "clear example of social consensus".

As a result considerable progress has been made in attacking Spain's unemployment, which stands at an official level of 20 per cent of the workforce, making the country Europe's biggest jobless zone.

Over the past 12 months nearly 900,000 new work contracts have been signed

under which employees are hired for a four-year renewable period and are subject to cheaper dismissal costs. In addition more than 700,000 new jobs have been created.

More importantly, the agreement was an open-ended pact that allowed for continued negotiations to remove rigidities in the labour market and so encourage more employment.

"We avoid talking about a wholesale 'reform' of the labour laws because that

invites controversy and tends to be forgotten as soon as the ink is dry on the agreement," says Fernando Moreno Piñero, head of the industrial relations department at the CEOE. "We prefer the step-by-step approach that keeps both sides talking positively."

The discussions have reached a crucial stage in that they are focusing on part-time work contracts that are regarded as the key to making a quantum leap in job creation. Employers claim red tape and excessive

## PROFILE Javier Arenas

# Party's human face

Prime minister José María Aznar's spin doctors keep telling him home truths that are regularly borne out by opinion polls. The ruling Popular party's economic policies have generated prosperity in the past two years and the government has adopted a step-by-step approach to consensual policy making.

At present, 8 per cent of the Spanish workforce is employed on a part-time basis. This is a considerable improvement on the 8 per cent level four years ago, but it is well short of the estimated 16 per cent average of total employment that this type of work represents in the EU.

Unions are holding out for a deal that ensures part-time employees are hired for a minimum of 25 per cent of a working week, while the CEOE is seeking a more flexible arrangement. In order to encourage an agreement the government has hinted it could reduce payroll taxes for those hired on a part-time basis.

In principle, the elements are in place for a balanced pact between the employers' confederation and trade unions over part-time work similar to the job stability/job flexibility trade-off signed last year.

Under that deal the unions ensured employers paid social security contributions for their part-time staff according to the hours they worked, and employers secured agreement that temporary work contracts, linked to specific production processes, would not be a stepping stone to a permanent job.

The search for continued consensus could, however, be imperilled if employer-union relations become politicised, and this what some business leaders fear, following Mr Borrell's highly-profiled curtain call at the Mayday rally.

The employer's confederation is, for example, prepared to discuss a 35-hour week linked to productivity agreements on a case by case basis. It argues that working hours have been reduced time and again since it began negotiating collective bargaining agreements with the unions 18 years ago, to the point where

steered Spain towards democracy. Mr Aznar, four years his senior, entered politics in 1979 when he joined Alianza Popular, a staunchly conservative party that under his leadership 10 years later was to co-opt members of the then defunct UCD to the re-named Popular party. Mr Arenas was among them.

But despite this the members of Mr Aznar's team are still regarded as representatives of a privileged class that is insensitive to the underdog and lacks true democratic allegiances.

Opinion polls obstinately refuse to give Mr Aznar a high approval rating and suggest his Popular party is neck-and-neck with the opposition Socialists.

The challenge presented by the public's perception of the government is why Javier Arenas, 40, the minister of employment, is a key cabinet member, as well as its youngest. He is the human face of a government that critics view as dangerously beholden to the free market and neo-liberal theories.

He has, for instance, maintained indeed increased, subsidies for agricultural workers who are seasonally unemployed, and he has increased spending for the aged.

In the seminal year of 1977 when the first post-Franco elections were staged, Mr Arenas, a law student in Seville university, was leader of the youth wing of the centrist UCD party that

became a socialist fiefdom during Mr González's years in office, and Mr Arenas, who is the only southerner in the Popular party cabinet, knows very well that voters there are unmoved by privatisations and deregulation, by a booming stock exchange and the advent of a shareholder society.

The liberal wing of the Popular party is impatient with the welfare politics that Mr Arenas stubbornly promotes but it concedes he plays a vital role in the party's catch-all electoral strategy.

After a recent post-cabinet meeting press conference, Rodrigo Rato, the deputy premier and economy minister, explained new fiscal-friendly guidelines for venture capital companies, but it was Mr Arenas who stole the headlines the next day with his plans to step up subsidised holidays for pensioners.

Mr Arenas revived the Popular party's fortunes in Andalucía and he conscientiously nurses his constituency, the most populous in Spain, in order to break down its strong Socialist majority.

If Mr Aznar wins a second term with an increased majority he will have to thank the voters that Mr Arenas delivers from migrant workers in Andalucía and from a grateful, ageing population.

Tom Burns

At issue is whether the unions will continue to abide by the present guidelines of wage moderation and the relaxation of labour market rigidities that have ensured economic growth and more jobs; or whether they will demand public spending on employment and the redistribution of the work available, through legislation such as the 35-hour week and overtime bans.

The charm and quick-fire oratory that Mr Arenas displays are trademarks of politicians who come from Andalucía, the southern swathe of Spain and the home region of former prime minister Felipe González.

The social concerns that Mr Arenas has turned into primary issues for the employment ministry are the result of a long involvement in local Andalucía politics.

Andalucía is in the bottom half of Spain's

working week for the fully employed is already 37.2 hours, marginally below that of the European average.

But business is concerned that unions could turn against a flexible framework if Mr Borrell takes a leaf from the French socialist book and turns the 35-hour week into a campaign issue to rally voters behind him in the next general election.

Experience, moreover, suggests expansive economic cycles spur union militancy. In December 1988 the gross domestic product was growing at more than 5 per cent for the second successive year and the unemployment rate was coming down sharply. Unions then mounted a crippling general strike against apprenticeship contracts planned by the then Socialist government.

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TOURISM • by Tom Burns

## Industry del sol

The sector is the country's biggest money earner, and that looks set to continue

For more than 30 years tourism has been laying the golden eggs of Spain's national prosperity. But only recently have the authorities started to pay due care and attention to the hen coop.

Tourism, which accounts for 1.1m jobs, 9.5 per cent of the total employed labour force, is finally being treated as a key economic sector, and its prospects look sunnier than ever in the new euro environment.

At the end of last year the government sponsored a high-profile national tourism congress attended by all involved in the industry, and the first of its kind since the 1970s.

The main outcome was a 23-point plan adopted by the government, covering tax incentives, soft credits, quality controls, promotion and other pledges to ensure tourism's continued well-being.

"Spain became the preferred location when a growing number of Europeans began to take holidays abroad. It is still the favourite and will continue to be so," says Natalia Rodriguez Salomones, director of the government's Tourism Studies Institute.

Her findings point to an expanding base of European tourists and growing demand for Spanish holidays thanks to a high satisfaction ratio that has engendered continued client loyalty.

Although some in the industry believe the euro could have a negative impact on inward tourism, because it will eliminate a price advantage based on exchange rates, Ms Rodriguez Salomones is convinced the common currency will be "wholly positive". She argues that the euro will consolidate Spain's position as the EU's familiar value-for-money holiday destination.

Driven by this sanguine view, the Tourism Institute has become an important element in the new professional approach to the industry.

It has entered its third year as a centre collecting data about tourism. It looks at who comes as

a tourist, why did they choose to come, where did they go to, and what did they think of it when they left. It reports directly to a secretary of state in the economy ministry, and shares premises in Madrid with other units of Turespaña, the umbrella organisation for the administration's tourism drive.

Turespaña's new headquarters look like the home of a tightly managed division of a large multinational, which is at it should be because the department oversees an industry that has become, by far, the biggest generator of earnings for Spain Inc.

Net receipts from tourism rose year-on-year in 1997 by 13.2 per cent to Pta3.262bn, contributing 10.5 per cent to gross domestic product. This offset a 4 per cent growth in the trade gap and enabled Spain to hike its current account surplus by 70 per cent to Pta380.5bn.

In 1996 Spain overtook France to rank behind the US in terms of tourism earnings and, with 43.4m tourists last year, 7 per cent up on 1996, it is behind only France and the US in the number of visitor arrivals. Further growth is forecast this year.

The main part of Ms Rodriguez Salomones' job at the Tourism Institute is to monitor such statistics, and it is a task that has become increasingly more complex.

Calculating the total number of tourists at one time involved simply adding up arrivals recorded by the police at ports, land frontier and airports.

But the 1993 Schengen agreements which abolished fixed border controls for signatory states of the European Union has forced the institute to conduct manual counts and sample surveys to produce the required figures.

Similarly, the onset of the euro and the end, in 2002, to most foreign currency transactions will result in additional fieldwork and exit questionnaires to find out how much non-Spanish tourists spend while they are on holiday.

The statistical challenge that confronted the institute as a result of European integration has provided a unintended bonus for Spain's tourism authorities.

They now know much more about a sector that is by its very nature segmented, and they can track changing tourist trends. The private sector has also directly benefited. Big domestic

tourism businesses, such as the Sol Melia hotel group and Port Aventura, a large theme park south of Barcelona, have been among the first to make regular use of Ms Rodriguez Salomones' data base.

As to the future, there are four main areas that are concentrating the minds of the authorities and the private sector.

One reflects the success of the Port Aventura complex and concerns the need for more value added projects in the main tourism areas. Valencia's regional government has provided venture capital for a theme park near Benidorm, and similar sites are planned elsewhere.

At the other end of the scale in visitor tastes there is considerable interest in building up the tourism profile of Spain's historic cities to tap the market that Prague, for example, has so ably exploited.

A third potential market concerns what mainland hotel owners on the Costa resorts call *desestacionalizar*, that is ending their dependence on family holidays in the high summer season by attracting pensioners on low-cost winter breaks.

In February some hotels in Benidorm recorded a 90 per cent occupancy rate, with a high proportion of foreign guests. This was thanks to retired people, many of whom arrived on package tours sponsored by their local authorities. Calvià in Majorca once a haunt of lager louts, is pulling down its cheaper hotels and re-inventing itself as a sedate centre for the elderly.

A fourth market is not strictly a tourism venture, but it is very much the consequence of the tens of millions who have visited Spain since the 1960s.

Some of those tourists are now permanent foreign residents in Spain and this retirement market is forecast to grow steadily. Per Svensson, the founder and president of the Institute of Foreign Property Owners, based in the southeast town of Altea, has 20,000 members on his books and believes in foreigners own property in Spain.

"Foreigners are rushing in to buy homes in Spain," says Mr Svensson. "Monetary union is going to have an extraordinary impact on Spain as a retirement market." Spain's tourism hen is probably about to be hatch its most valuable golden egg.



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TRANSPORT • by Tom Burns

## All aboard the fast track

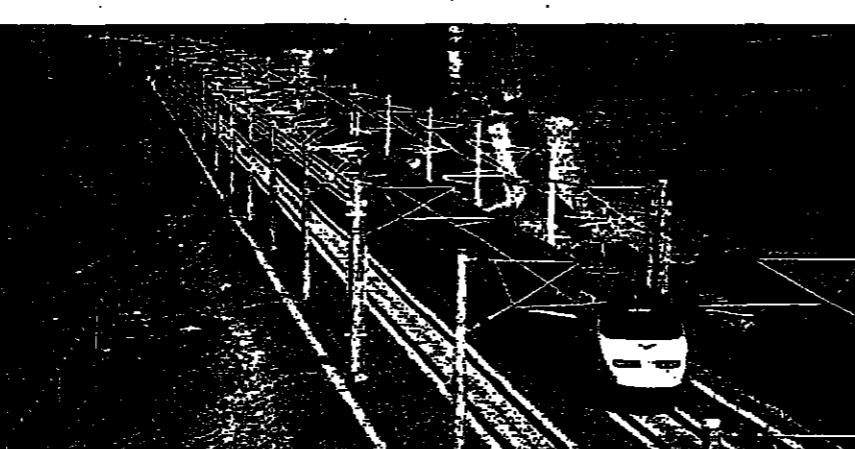
Policy shift puts more emphasis on private sector participation in projects

Felipe González ensured when he was prime minister that a high speed train linked Madrid with his home town of Seville, the capital of southern Spain. His successor José María Aznar plans a fast rail service between Madrid and the northern city of Valladolid, capital of the Castilla León region and his provincial power base. In terms of major transport policies that is where the similarities end between the two politicians.

Towards the end of his nearly 14-year term in office, Mr González tentatively began to seek private sector financing for the ambitious infrastructure plans drawn up by his Socialist government. Mr Aznar, when he gained power in 1996, made it clear he wanted a partnership with the private sector in order to maintain the road and rail building momentum.

The policy shift that took place under the centre-right government owed as much to Mr Aznar's belief in the market as it did to the pressures of meeting the deficit criteria that would enable Spain to join the start-up of the European single currency. Either the private sector picked up the transport burden that the state budget could no longer carry or the infrastructure programme would grind to a halt.

Private finance is no newcomer to Spain's road infrastructure but it had been held at arms length since the 1980s, a period when General Franco's administration tapped the markets for a succession of toll motorways that were chiefly concentrated in the Basque Country and Catalonia. When the domestic economy began to expand in the mid-1980s Mr González's ruling Socialist party judged the toll system to be politically incorrect and opted instead for a network of publicly financed, and free, dual carriageways. One of the early pragmatic moves by Mr Aznar's centre-right government was to renew the administration's relationship with the motor-



Fast rail service links Madrid with Seville

way companies. It prepared a package of measures that included extensions to their toll concessions, permits that let them diversify into the service station business and tenders for improved approaches to the motorways that they operated.

The sweeteners were followed by the announcement that 10 new toll motorways would be built, comprising a total of 441.5kms (275.9 miles) with an overall budget of Pta255bn. This initiative is important because it demonstrates the government is serious about infrastructure partnerships with the private sector. The new toll motorways are planned as alternatives to existing dual carriageways that have become highly congested, and four of the 10 are located on the outskirts of Madrid to permit fast exits through the city's suburbs.

Essentially the government is seeking a balance between the free highways of the 1980s road network and the expensive toll motorways. One of the most eye-catching features of the plan is that tolls on the new motorways will be substantially lower than those on the existing ones.

Only one of the 10 motorways – a link between the south eastern cities of Alicante and Cartagena had been agreed at Pta30bn – has so far been tendered, and interest is reportedly high for all the projects. The Madrid office of the international economic consultants Nera, which has advised the government on public policy issues, believes there will be little difficulty in attracting bidders to other high-density

road transport zones should the government wish to extend its toll motorway initiative.

The bulk of private financing in road infrastructure will nevertheless be directed towards the conventional dual carriageway system. The Aznar government has maintained the investment momentum for transport infrastructure of the González years – the development ministry's 1998 budget for road and rail projects runs to Pta1,000bn – but it intends to pay for it under a deferral mechanism that is called the "German" model.

The model calls upon the private sector, led by the construction companies, to build and wholly finance new road projects which are then sold to the government when completed. Payment under this financing method, may be spread over 10 years.

The obvious appeal for politicians of the "German" model is that it delays the impact of high spending on public deficits. It was therefore tailor-made for governments like Mr Aznar's which had to cut drastically the budget shortfall in order to bring the peseta in line with the single European currency.

The additional advantage of implementing this financing tool was that it neatly dovetailed with the strategy of the free marketeers on Mr Aznar's team by opening the door to the private sector. The development ministry raised a total of Pta122.6bn last year using the "German" model to finance 12 stretches of dual carriage-ways that were under construction. Tenders worth



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SPANISH GSM TELEPHONY

CULTURE • by Tom Burns

## A hard lesson in history

Attempt to push through Humanities bill proves major political headache

José María Aznar has found to his cost that well meant cultural and educational initiatives can create more political headaches than a battery of restrictive economic measures.

Catalan and Basque nationalists in parliament have stood firm behind Mr Aznar's minority government over the past two years as it introduced crunching budgets in order to bring down the public deficit. But they balked when Esperanza Aguirre, the education and culture minister, introduced legislation that sought to establish standards on how history is taught.

A 30-member committee, formed by regional authorities and academics, is currently attempting to redress the humiliation wrought on the centre-right government in December when a Humanities bill drafted by Ms Aguirre was rejected by 180 to 151 in congress. The vote marks the government's sole

major set back to date, and the committee is due to report by the end of this month on amendments that will permit the bill's safe passage through parliament.

The re-drafting process could prove as contentious as the original bill. Some fear it will be a climbdown, and defeat the original purpose of creating a common curriculum for Spanish school children.

"It will be very flabby and utterly non-controversial report," said a Madrid official who monitors the committee's meetings. Allegedly it will say that it is difficult to pinpoint what the study of Humanities – a term used to embrace geography, Spanish literature and language as well as history – actually is, although it will stress it is important such subjects should be taught.

In cumbersome language, the Humanities bill sets out one of its principal objectives to be "An understanding and evaluation [on the part of students] of the unitary character of Spain's historical development in all its linguistic and cultural diversity." The inclusion of the term "unitary" touched a raw nerve among the nationalists six months ago and

the committee will in all likelihood recommend that it be withdrawn from the bill.

The genesis of the ill-fated Humanities legislation was the discovery, by Ms Aguirre and her advisers in the education ministry, that pupils could leave high school without any notion of an historical figure such as Phillip II, the monarch who ruled over a 16th century empire on which the sun never set.

In areas where regional governments have responsibility for educational policy – particularly in the Basque Country and in Catalonia – there was growing concern in Madrid that teachers focused almost exclusively on local history and put a pronounced nationalist spin on past events.

By ensuring the maintenance of high educational standards through a common curriculum, Ms Aguirre's initiative sought to build upon legislation introduced by the previous Socialist government, that extended the school leaving age to 16.

In order to fill the Humanities bill with content, a team of university and high school teachers, picked by the ministry, drew up detailed lists of headings

that covered the main themes of Spain's history as well as its geography and literature.

What fuelled the blanket rejection by Basques and Catalan nationalists of the bill was a complex dispute about what history should be taught and how students should learn it.

Nationalists view the creation of a modern nation state as a process that eroded earlier local liberties that they want to resurrect under a loose federalist framework.

The bill in fact succeeded in reviving the long-standing "what is Spain?" debate that has in the past passionately engaged the country's intellectuals.

By doing so it starkly brought face to face two opposing political sensibilities.

The politically correct agenda in the nationalist camp views Spain as a "pluralistic" state, and it therefore backs the narrow focus of educational guidelines set by its local education authorities.

Ms Aguirre said those who had voted against her proposals had scored a "pyrrhic victory" because she was determined to introduce

schools over the colonisation of Latin America which was led by Castilian conquistadors.

The ensuing debate had academics weighing in with lengthy newspaper articles, most of which supported Ms Aguirre's view that a "core" curriculum shared by all Spanish school children was desirable.

"In their bid to cut the historical cloth in a way that suits them, certain nationalist politicians risk leaving generations of students naked," wrote Gabriel Tortella, a distinguished professor of economic history.

But the politicians won the day against Ms Aguirre and the bulk of educational establishment. To the government's acute embarrassment, the nationalist members of congress spearheaded opposition to the legislation and then gained the support of the Socialist party in order to defeat the bill. In what Ms Aguirre termed a cynical act of "political opportunism", the Socialists first backed the curriculum initiative in its first reading and subsequently voted against it to bring about the government's humiliation.

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Catalan pride: Barcelona's success was a lesson for Madrid this season

AP

TELECOMMUNICATIONS • by Tom Burns

## Too many on party line

Award of third cellphone licence upsets deregulation apple cart

Until very recently the deregulation of Spain's Telefonica-dominated telecommunications sector looked like a case study for intelligent public policymaking. The government appeared to have created a level playing field that fostered competition among the big global groups and thereby benefited consumers.

In a matter of weeks the plan has gone awry. The award of a third cellular phone licence this month was intended to put the seal on an exemplary liberalisation process, but it has become a nightmare decision for the regulator.

The complexity of the issue underlines several themes, some of which are common to the telecoms industry and others that are specific to Spain. On the one hand, there is the industry's giddy technological development and changing partnerships of its main players. On the other, there is the extraordinary attraction of the Spanish telecoms market, where the potential for growth is in inverse proportion to the development of properly structured and stable domestic capital.

Seen from the government's point of view, the present imbroglio is the direct consequence of a surprise shareholder alliance that was unveiled in April at Airtel, the second mobile operator that in 1995 began competing with the mobile network set up by Telefonica, and which currently controls 28 per cent of Spain's cellphone market.

Ironically, the alliance was masterminded by British Telecommunications which had helped launch Airtel as a minority shareholder but was willing to exit from the company last year because it had entered into a partnership with Telefonica.

BT's decision to remain in Airtel and increase its stake in the mobile company derailed a carefully-crafted strategy that would have accommodated the ambitions of Telecom Italia and France Telecom to be global operators in the Spanish market.

According to the strategy, Telecom Italia, which launched Retevisión, the second fixed operator, earlier this year, was to have become Airtel's reference shareholder. France Telecom's entry into the Spanish market commenced last month when it was the sole bidder for the third fixed telephone licence planned under the deregulation programme, and it would have been completed with the award of the third cellphone licence this month.

BT's pre-emptive strike in Airtel has placed the government in the highly embarrassing situation of having to cut short the ambitions of either Telecom Italia or France Telecom. They are both battling head-on for the sole remaining mobile licence in order to provide a full global service in Spain, but one of the two will be denied a cellphone network.

There is likely to be intense political lobbying on behalf of France Telecom but the government has a specific interest in Retevisión, for it holds a 30 per cent stake which it plans to sell later this year. If Telecom Italia fails to gain the mobile licence, the disposal of Retevisión could be complicated.

None of this would have occurred had BT maintained a strategic alliance that it forged with Telefonica a year ago when it drove the dominant domestic operator into its Concert alliance with MCI of the US. The Concert venture collapsed when MCI joined forces with its fellow US operator WorldCom, and Telefonica, distancing itself from BT, opted to ally with WorldCom-MCI in March. The UK group, freed from any tie-ups in Spain, consequently set its sights on Airtel.

In Airtel, BT is partnering AirTouch, a pure cellphone US operator. They both view the Spanish company as an ideal vehicle for developing the telecoms business of the future, and they share the belief that fixed and mobile networks will converge by focusing on internet protocols. Through an agreement with minority shareholders, BT and AirTouch have gained effective control of Airtel and fended off the assault that Telecom Italia planned on the mobile operator in order to bring it under Retevisión's umbrella.

The unfurling tale of who allied to whom in Spanish telecommunications has thus brought to the forefront both the transient nature of international joint ventures and the industry's changing priorities.

The fact Spain has generated such excitement reflects the potential of the domestic market. Telefonica, which for so long has had Spain's telecoms sector to itself, regularly reports double digit earnings growth and it has used its strong Spanish base as a springboard for expansion in Latin America where it has become the region's biggest foreign operator.

Growth has been especially strong in new businesses. In less than four years the mobile operators – Telefonica and Airtel – have attracted 4m customers. This client base is expected to have doubled by 2000 and to stand at 12m in 2002. BT Tel, a data transmission business that the UK group set up in Spain in 1993, saw its business rise by 38 per cent last year, a period BT considered stagnant because it was then locked in conversation with Telefonica and did not wish to be considered aggressive by its prospective Spanish partner.

Given such prospects, it is small wonder BT should have swooped on Airtel. Telecom Italia should have launched Retevisión, and France Telecom should be fighting, as a late entrant, to break into the market. No other area of the Spanish economy has attracted such interest and inward investment.

From the very beginning of its deregulation programme for the telecoms sector, the government was confident its liberalising policies would attract the main European players. What it failed to foresee was the changing shareholder structure at Airtel, the first genuine competitor to take on Telefonica's dominance, and the consequent conflict that has emerged over the award of the third mobile licence.

The muddle would have been avoided had the foreign operators entering the deregulated market been accompanied by stable and significant domestic partners, both industrial and financial. BT and AirTouch stole a march on Retevisión when they brought minority Spanish shareholders behind them in Airtel. But neither operator can feel at ease over the mid-term with the support of essentially speculative investors.

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